



GLOBAL AND LOCAL PERSPECTIVES OF SPORT MANAGEMENT

BOOK OF ABSTRACTS

4TH WORLD ASSOCIATION FOR SPORT
MANAGEMENT WORLD CONFERENCE

Doha, Qatar, 5–8 March, 2023

Hosted by Hamad Bin Khalifa University
and Qatar University



LITHUANIAN SPORTS UNIVERSITY

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Editors-in-Chief:

Hannah H. Bo, USA

Irena Valantine, Lithuania

Sean Seiler, USA

Devin J. F. Anderson, USA

Troy T. Zhao, USA

Caroline Hogg, USA

Trish Bradbury, New Zealand

Kamilla Swart-Arries, Qatar

James J. Zhang, USA

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PREFACE

MESSAGE FROM THE WASM PRESIDENT

On behalf of the World Association for Sport Management (WASM), I am delighted to provide you with this Book of Abstracts for our upcoming 4th WASM Conference co-hosted by Hamad Bin Khalifa University and Qatar University March 5-8, 2023 in Doha, Qatar. We have had a record number of submissions this year. The Book of Abstracts includes 312 abstracts written by 581 authors from 55 countries or territories. We are very pleased to have 8 abstracts delivered in Arabic.

Special thanks to Trish Bradbury and James J. Zhang, Scientific Program Co-Coordinator, and Kamilla Swart-Arries representing the Conference Organizing Committee, for their efforts in coordinating the review process. Sincere thanks as well to the 92 abstract reviewers, 9 abstract book's co-editors led by the industrious work of Hannah H. Bo, and the Lithuania Sports University Press. We are indebted to all of you! And thank you, the authors, for your contributions to our 4th WASM Conference!

This is the first time that the WASM conference, held every two to three years since its inception in 2012, has been held in the Middle East. Our previous three conferences in Madrid, Spain (2014), Kaunas, Lithuania (2017), and Santiago, Chile (2019) attracted leading sport management academics, students, and industry leaders from over 40 countries or territories each time. We are confident that the conference in Doha will prove to be another outstanding success and will well-serve WASM's mission and commitment to facilitate sport management research, teaching and learning excellence, and professional practice worldwide. We look forward to seeing you in Doha!

Dr. Karen Danylchuk
WASM President



ACKNOWLEDGEMENT OF HOST UNIVERSITIES

A joint effort between Qatar University (QU) and Hamad Bin Khalifa University (HBKU), Qatar will become the first country in the Middle East and North Africa to host the Congress of the World Association of Sport Management (WASM) after successfully winning the right to host the event in March 2023.

Qatar University

Since its inception in 1977, Qatar University (QU) continues to serve as Qatar's primary institution of higher education and has become today a beacon of academic and research excellence in the region. QU is committed to providing high-quality education in areas of national priority. The QU institutional repository aims to increase visibility of the original research and scholarly works of the QU community on a local and global level, capture the academic activities of QU, facilitate institutional academic achievement, and provide a permanent portal of access to resources for the QU community. QU has been successful in its accreditation initiatives, earning the endorsement of numerous leading international accrediting bodies.



Hamad Bin Khalifa University (HBKU), Qatar

Hamad Bin Khalifa University (HBKU), a member of Qatar Foundation for Education, Science, and Community Development (QF), was founded in 2010 to continue fulfilling QF's vision of unlocking human potential. HBKU is a homegrown research and graduate studies University that acts as a catalyst for positive transformation in Qatar and the region while having a global impact.



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Qatar Airways – Airline Partner

Qatar Airways, the national carrier of the State of Qatar, is an award-winning airline that has received global recognition for its unparalleled services. Becoming synonymous with excellence, Qatar Airways was recently announced as the ‘Airline of the Year’ at the 2022 World Airline Awards, managed by the international air transport rating organisation, Skytrax. The airline continues to stand alone at the top of the industry having won the main prize for an unprecedented seventh time (2011, 2012, 2015, 2017, 2019, 2021 and 2022), while also being named ‘World’s Best Business Class’, ‘World’s Best Business Class Lounge Dining’ and ‘Best Airline in the Middle East’.



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أوجه الرقابة المالية في المنظمات الرياضية. *Achebani Belaid and Rharib Abderahime* 269

كيف غيرت وسائل الإعلام الإجتماعية التغطية الاعلامية للفعاليات والبطولات الرياضية خلال جائحة كوفيد 19 دراسة مقارنة بين المحتوى الاجتماعي الرسمي وغير الرسمي. *Mebarek Zouda and Aicha Mohammedi* 269

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استراتيجيات تكيف الرياضيين ذوي الاحتياجات الخاصة في ظل جائحة كورونا دراسة على الرياضيين الجزائريين المشاركين في الألعاب البارالمبية - طوكيو 2020. *Soufyane Brinet* 270

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الاستثمار في الراسمال البشري كآلية في رسم السياسات العامة الرياضية دراسة مقارنة في الرياضة المدرسية عباس عنراء 272

A FACTOR ANALYSIS FOR THE SERVICE QUALITY MEASUREMENT MODEL OF YOUTH FOOTBALL ACADEMIES

Yuchen Shi, Do Young Pyun, and Elisavet Argyro Manoli

Loughborough University, United Kingdom

Football in China is experiencing unprecedented enthusiasm with the great determination from the government to reverse the weak performance and poor image in world football (Zhang, 2020). A key response for Chinese football revitalisation in the long term is to popularise this sport among children and encourage more youth participation of football activities (Qian et al., 2017). This study aims to assess the purified service quality measurement model specifically designed for youth football academies through a systematic scale development process. Previous studies have confirmed the multi-dimensional service quality measurement structure and provided insight understanding of various dimensions for both general and participant sport industries (Howat & Assaker, 2016; Ko & Pastore, 2005). Although merits may be associated with the previous studies, the service quality models they proposed are too specific to be applied to youth football academies. Similar to existing hierarchical scales in participant sport industry, the proposed model in this study was conceptualised with four primary dimensions (i.e., physical aspect, programme, personnel, and personal development) supported by 10 sub-dimensions. Therefore, the main task for the next stage is to validate the proposed scale to understand how well these items represent their associated latent constructs and how these constructs are inter-related. In this study, the proposed integrative service quality model is empirically assessed by implementing a quantitative research method driven by the employment of a quantitative survey design. Data were collected with a non-probability convenience sampling

strategy from two youth football academies in China. A systematic scale development procedure including both EFA and CFA was conducted to examine the scale reliability and validity and to test the relationships among proposed service quality dimensions. The research findings provide satisfactory results throughout the factor analysis procedure, showing strong evidence of the psychometric properties of the measures in both models. A nine-dimensional scale was confirmed instead of 10 as originally designed. Besides, all model fits were acceptable, which demonstrated a good fit. Several problematic items with low loadings were identified and then eliminated. However, factor loadings of several relationships between dimensions and sub-dimensions were lower than the cut-off. Considering the model complexity with four second-order dimensions and nine first-order sub-dimensions, the second-order CFA is deemed to exhibit a psychometrically sound model as all dimensions' Composite Reliability (CR) values and convergent validity were acceptable. Consistent with existing service quality scales in the participant sport segment (e.g., Howat & Assaker, 2016; Ko & Pastore, 2005), the proposed scale in this study supports the notion that a hierarchical structure with multiple dimensions is acceptable to evaluate young players' perceptions. The combination of all these facets represents customers' perceptions of the overall service quality. It also advances the knowledge of practitioners with a more practical tool for the relative contributions to different perceived service quality values from their customers. Further research could investigate the relationship between the service quality dimensions and other constructs such as customer satisfaction and behavioural intention.

LEISURE TIME SPORT CONSUMPTION BEHAVIOR IN COVID-19 PANDEMIC

Vajih Javani

University of Tabriz, Iran

This study aims to investigate the sport consumption behavior in the covid 19 pandemic. The study population was household women who exercise in their leisure time as a hobby. We adopted a purposeful sampling to reach the participants. Data was collected by using semi-structured interviews and draw on 14 interviews. We coded data based on the guidelines of the thematic analysis approach used in the Gioia methodology. We generated first-order codes, second-order themes, and two aggregate dimensions. In our study, the consequences covid the 19 pandemic causes the following forms of behaviors: avoidance, acceptance, projection, positive reframing, seeking social support, and problem-solving. It leads to adopting two Consumption Behavior decisions: leave or continue the exercise in their leisure time. In conclusion, lockdown and social distancing have generated significant changes in sport consumptions behavior.

COMPARATIVE ANALYSIS OF FOOTBALL FAN AND PUBLIC AUDIENCE LOYALTIES IN QATAR WITH THOSE FROM KEY EUROPEAN MARKETS IN LIGHT OF FIFA WORLD CUP QATAR 2022

Tilman Engel¹ and Gerald Fritz²

¹SBC International, Germany; ²German Olympic Academy, Germany

Since the allocation of the FIFA World Cup 2022 to Qatar, numerous interest groups and stakeholders - mainly from Western Europe - have vehemently challenged the relevance and legitimacy of Qatar as a developed, legitimate football market worthy to host global football's premier event. Next to several further contested issues, the perceived absence of an interested football audience and overall commitment to the game has become a mainstay of international criticism

against hosting the 2022 World Cup – the first in the Middle East. Based on a series of comprehensive general audience and spectator studies in Qatar conducted within the context of the professional Qatar Stars League (QSL), the identified perception and football loyalties of these identified audiences is being compared with related third-party research among international European football audiences to identify common strains, as well as key differences between local and international levels of fandom and fan loyalty (Bridgewater, 2017; Dierschke et al, 2019; ECA, 2020; Giorgio et al, 2018; Tajfel & Turner, 1985). In 2009, the Director Audience Marketing, on behalf of the QSL, initiated and led a three-tier comprehensive study into fandom and fan loyalty of both the general public and stadium football audiences in Qatar, as well as loyalty and identification towards international football competitions. A quantitative general public survey (n=1,016) with random face-to-face participants, a qualitative study with 10 focus groups (n=64), and an audience stadium survey (n=500) conducted face-to-face at 10 different games were implemented. This interlinked research project constituted the inaugural and to this day only comprehensive scientific analysis detailing specifically the attitudes of representative Qatari residents towards local (QSL) and international club football and competitions. As these surveys concluded before the 2022 World Cup was allocated to Qatar in late 2010, and the ensuing engagements with FC Barcelona (2010/11) and Paris St. Germain (2011/12), the presented results are untainted by a likely change of perception due to those later developments. There are few studies which compare similarities and differences in how fans support clubs and leagues in different parts of the world (Bridgewater, 2017) and none which looks specifically only at this World Cups host in comparison with the major markets of the European Club Association (ECA, 2020). Contrary to much of the global criticism heaped upon Qatar for its perceived lack of a strong football tradition and acceptance for football within the society at-large, all the research conducted in Qatar attest to a deep-seated popularity (and awareness) of the local

professional teams together with a keen interest in international football. Local audiences do also reveal a sophisticated understanding of the collective and individual importance of football for their society and peer-environments. When compared with the respective research conducted by third parties in other international markets the striking similarities in the perception and awareness of football for all of these audiences becomes apparent. Instead of differences, which certainly exist regarding specific cultural topics, it is the much rather common understanding of football, the appreciation of the game, and a very similar grasp of the role of football bridging traditional, cultural, and linguistic differences among nations (Esherick et al., 2017), as well as between the local and multiethnic expatriate population in Qatar.

SHIRT SPONSORSHIP AWARENESS OF EUROPEAN FOOTBALL CLUBS – A SURVEY AMONG GERMAN-SPEAKING FOOTBALL FANS

Matthias Dombrowski¹, Finn Deckwerth², and Alexander Hodeck³

¹*International School of Management (ISM), Hamburg, Germany;*

²*Deckwerth Projektberatung, Germany;*

³*International School of Management (ISM), Berlin, Germany*

The COVID-19 pandemic has especially influenced the world of professional sports. Although European professional football clubs returned to play earlier than other professional sports, clubs struggle with financial difficulties. The relevance of generating revenue through sponsorships during matches played behind closed doors has increased. Simultaneously, the sport sponsoring business is changing (Brand Finance, 2021). This paper will analyze the impact of several factors on sponsorship awareness to help professional football clubs to main attractiveness for sponsors in this new situation. Sponsorship awareness is often seen as predictor for an effective sponsorship deal

(e.g., Nufer & Bühler, 2010). It can be described as the extent to which an audience recalls a brand regarding the sponsored organization (Crompton, 2014). Sponsorship awareness is influenced by several factors. According to Walraven, Bijmolt and Koning (2014), the most important factors can be categorized in three classes: heuristics evoked by consumers, characteristics of the sponsorship agreement, and individual consumer characteristics. This paper focuses on the characteristics of the sponsorship by applying the duration of the sponsorship (Pope et al., 2009), the on-field success of the sponsored club (Wakefield and Bennett, 2010), and whether a partnership can be categorized as national or international (Biscaja & Rocha, 2018). German speaking persons have been interviewed by using an online survey on the platform Sociosurvey. Participants were invited via postings on several social media channels. The questionnaire was available between 08/19/21 and 09/05/21. Participants had to recall unaided the shirt sponsors of the 15 most successful footballs clubs within the UEFA's club coefficient ranking (status as of 05/30/21). Additionally, they had to evaluate the image fit of the sponsorship. Data were analyzed by using SPSS 27. Regarding all three investigated factors a significant influence on the sponsorship awareness could be found. National sponsors are more frequently recalled (39.86%) than international sponsors (27.02%). Long-term partners (39.68 %) are more aware than short-term partners (23.01 %). Obviously, on-field success has the highest influence on sponsorship awareness (very successful clubs: 52.57 %; least successful clubs: 22.28 %). Not surprisingly, German clubs reached the highest brand awareness (FC Bayern München: 80 %; Borussia Dortmund: 63.81 %) followed by Juventus FC (51.43 %). In general, previous studies (Biscaja & Rocha, 2018; Walraven et al., 2018) seem to be confirmed but a following detailed analysis of the results might reveal new aspects regarding sponsor awareness.

PERCEIVED QUALITY AND CUSTOMER ENGAGEMENT IN THE SPANISH FITNESS SECTOR: THE IMPACT ON RELATIONSHIPS ACCORDING TO THE FITNESS BUSINESS MODELS

Pablo Gálvez-Ruiz¹, Ignacio Cepeda-Carrión², Salvador Angosto³, Moisés Grimaldi-Puyana², and Jerónimo García-Fernández²

¹International Valencian University, Spain;

²Universidad de Sevilla, Spain; ³Universidad de Murcia, Spain

The fitness industry is one of the sport sectors with the highest market penetration in Europe and in Spain (García-Fernández et al., 2019a). Among the business models found in the sector, low-cost fitness centers are growing at a faster pace. In fact, Europe is currently one of the regions of the world with the greatest number of fitness program customer, fitness facilities, and billings (International Health, Racquet & Sports Club Association, IHRSA, 2020). Other business models that are emerging are those called fitness Boutique and that provide unique experiences (Henderson, 2016). These fitness business models offer personal sports services where the coach is one of your most valuable resources. Finally, business models with fewer fitness spaces but with great customization are the specialized models where, for example, the Crossfit boxes (García-Fernández et al., 2019b). However, the fitness industry faces a major challenge: member loyalty and the high level of dropout rates (MacIntosh & Law, 2015). Thus, it would perhaps be beneficial to analyze the factors which could foster a greater participation in these sports activities that would have an impact on an increase in social relations, on a lasting participation and, in brief, on an increase of loyalty of the users of the fitness services which offer them. Among the factors that could influence this aspect is customer engagement. Prahalad and Ramaswamy (2004) state that committed customers can generate more references of the services which they consume, creating service value and contributing to consumers being more loyal

to the organization. Concern about the difficulty of retaining clients in the fitness industry, the purpose of this study was to analyze the relationship between perceived quality, customer engagement (conscious attention, enthused participation, and social connection) and future intentions of customers of low-cost, fitness Boutique and Crossfit fitness centers. Data was collected from three fitness business models (low-cost, Boutique and Crossfit) in Spain. The sample was 227 women and 382 men of low-cost fitness centers, 252 women and 177 men of Boutiques fitness centers, and 234 women and 402 men of Crossfit fitness centers. The participants were informed of the purpose of the study, the voluntary nature of their participation, and the anonymity and confidentiality of their responses were guaranteed. An online five-point Likert scale questionnaire was used to measure the following variables: perceived quality (4 items), customer engagement (15 items), and future intentions (3 items) (García-Fernández et al., 2019b; Vivek et al., 2014). In this study, all measures were operationalized as composites (Henseler, 2017; Rigdon et al., 2017); therefore, we chose using a structural equation modelling technique, partial least square (PLS-SEM), to test the research proposed model and the hypothesized relationships. Two reasons support this technique: first, following Hair et al. (2016) and Rigdon et al. (2017), we have used Mode A composites; secondly, and according to Henseler (2018), we have chosen an explanatory approach. From here a two-step process has been developed with PLS for the assessment of the proposed model. First, the measurement model is analyzed, and second, the structural model will be analyzed (Hair et al., 2019). To find the significance of the indexes, we have carried out a bootstrapping process (Chin, 1988). According to Henseler et al. (2015), the most suitable measures for internal reliability would be ρ_A , Jöreskog's rho and Cronbach's alpha. In this sense, values above 0.7 indicate an adequate level of reliability (Nunnally, 1978). Through the AVE (average variance extracted), we have analyzed the unidimensionality according to Fornell-Larcker (1981). Finally, following Hair et al., (2014), in order to assess discriminant validity, we have followed the HTMT

(Heterotrait-Monotrait Ratio) criterion. Based on the PLS-SEM technique indicated above, the following results have been obtained by analyzing the measurement model on the one hand, and the structural model on the other. It should be noted that the SmartPLS 3 software package (Ringle et al., 2015) was used to analyze the data. Regarding the measurement model, it should be noted that all items meet the reliability prerequisite, as all loadings are greater than 0.7 and consistent measures are greater than 0.8 (Henseler et al., 2016). In this study, all loadings are of very high values. According to the results obtained, we proceeded to assess the reliability of the scales by checking whether the Cronbach's alpha of each scale is above the threshold of 0.70 (Nunnally & Bernstein 1994). Composite reliability (CR) (Werts et al, 1974) is considered to be a better measure of reliability, as it does not assume equiponderation of items, and the average variance value (AVE) is above 0.5 in all cases (Hair et al, 2019). In relation to analysis of discriminant validity, the study shows discriminant validity, based on the Ratio Heterotrait-Monotrait - HTMT criterion (Hair et al., 2019). The validation of the structural model will be done by looking at the significance of the coefficients of the model, using the bootstrap method, with 10,000 samples with replacement of the same size as the original sample (Efrom & Tibshirani 1986). As Henseler et al. (2009) comment, the use of bootstrapping produces standard errors and t-statistics to assess the statistical significance of the path coefficients. Table 1 shows the results of significance of direct effects in the three models tested. One of the strengths of this work is the contribution of knowledge about the relations of these variables in fitness centers, and fundamentally the importance of the customer engagement on the most used variables within the models that study the customer loyalty. Different studies have shown customer engagement as one of the decisive variables in consumer loyalty. However, this study shows that this is not always the case, and that in the fitness sector it depends on the business model. Although the findings are novel, this study has limitations. In the first place, the use of a customer engagement scale little used in the sports sector. On the other

hand, the sample by business model is achieved through convenience sampling and is therefore not representative. Finally, another limitation is the complicated difference between business models in the fitness sector and that influences the difficulty of explaining the results. These limitations open doors for research such as the use of different scales of measurement of customer engagement, application in different sports services and in the collection of data in different countries and representative samples.

EVALUATION OF CONSUMER-FOCUSED OUTCOMES IN THE CONTEXT OF ESPORTS SPONSORSHIP

Olga Polyakova¹ and Kostas Alexandris²

¹Sheffield Hallam University, United Kingdom;

²Aristotle University of Thessaloniki, Greece

Many brands have identified esports environment as a new field where they can explore new possibilities to engage with their targeted groups, raise their brand equity and have a return on their investment (Finch et al, 2020; Ke & Wagner, 2020). With the growing revenue streams from key esports markets, most of the revenue comes from sponsorships and advertising (Newzoo Esports, 2021). Previous research explored factors of esports consumption related to gameplay consumption (Jang & Byon, 2020), esports event spectating motivation (Pizzo et al, 2018) and game experiences (Jang et al, 2021) while other studies (Seo 2016; Taylor, 2012) examined relationship between esports and serious leisure. Past studies on leisure consumers suggested that highly involved consumers are also more likely to be aware of sponsoring companies (Lardinoit & Derbaix, 2001; Lascu et al, 1995), develop a positive image of those sponsors (Javalgi et al, 1994; Turco, 1995) and report an intention to purchase sponsors' products (Ko et al, 2008). More recent literature (Cunningham et al, 2018; Hallmann & Giel, 2018) identified the need to develop models for explaining and predicting esports consumer behaviours and

pointed out the limited knowledge generated in relation to esports consumers (Jang & Byon, 2019). Despite continuous growth of esports sponsorship, the area of sponsorship evaluation in esports has still been niche and there is a lack of empirical evidence on the trends of sponsorship in the esports industry (Finch et al, 2020). To address the gap, the study investigated what effect an individual's involvement with esports has on sponsorship outcomes, and how perceived fit between the sponsor and esports game/event impacts the intention to buy sponsors' products. Four existing scales were employed: involvement scale (Kyle et al., 2004); perceived fit (Speed & Thompson, 2000); attitude toward purchasing the sponsor's product and determinants of intention from theory of planned behaviour, i.e., TPB (Kim & James, 2016). Data was collected via an online survey and utilised Prolific (2021) to recruit a convenience sample of global participants who either play or watch esports. A total of 311 responses was received from adult esports consumers; independent t-test and regression analysis were employed for estimation of relationship between variables. The findings revealed that recall of a sponsor is associated with higher levels of involvement with esports. Yet, involvement only marginally predicted the attitude toward purchasing sponsor's products and it did not mediate the relationship between perceived fit and attitude towards purchasing sponsor's products. Perceived fit predicted a significant amount of the variance in both the attitude toward purchasing sponsor's products and the intention to purchase sponsor's products. Findings also provided a strong support for TPB in predicting purchasing intentions in the context of esports. The study gives indications to brands sponsoring esports games or events that high perceived fit of sponsors with esports will have a strong impact on achieving consumer-focused sponsorship outcomes. However, esports present a unique experiential context for brands to feature in, so sport managers may want to focus on understanding subjective norms in esports community in order to create an authentic brand image and convey a genuine interest in the esports world.

INTERNATIONALIZATION STRATEGIES OF LARGE, MEDIUM-SIZED, AND SMALL PROFESSIONAL FOOTBALL CLUBS – A EUROPEAN ASSESSMENT

Fabian Ulrich¹, Jan Dimmer², Florian Pfeffel¹, and Maria Ratz¹

¹*Accadis Hochschule Bad Homburg, Germany;*

²*EDHEC Business School, Germany*

Professional football clubs in Europe's top leagues have recently seen remarkable growth, but European football markets indicate signs of saturation (Fleischmann & Fleischmann, 2019). Additional revenues are highly dependent on performance in competitions. Consequently, clubs not only experience pressure performing, but must pursue economic profitability elsewhere. As a result, many European clubs have increased their international presence in new markets, likely to exploit growing interest abroad. However, academically unexplored is (1) why the clubs diversify in certain markets, (2) how they position themselves abroad and (3) why they chose certain entry strategies. Internationalization in other sectors has been explained and investigated. Theoretical frameworks range from the Uppsala model (Johanson & Vahlne, 1977; Johanson & Wiedersheim-Paul, 1975) over reasons for global expansion (Gupta & Govindarajan, 2000) to diversification theory (Markides & Williamson, 1994; Rumelt, 1974; Teece, 2018). Internationalization in football has only recently been investigated academically. Empirical contributions on the clubs' perspective are scarce. Only Wolf (2007) surveyed European clubs on their awareness of the potential for internationalization. Another contribution was made by Schmidt and Holzmayer (2018), who developed a framework for growth of football clubs through diversification. An overarching theory framework on internationalization in sports has not been developed. We empirically assess (1) motivations, (2) differentiation approaches and (3) market entry modes of large, medium-sized, and small European football clubs that attempt to internationalize. Large clubs (LCs) are defined as top 15 European clubs according

to their annual revenue generation, medium-sized clubs (MSCs) are those ranked between 16 and 30 and small clubs (SCs) are not ranked in the top 30. To shed light on this, a corresponding survey was sent out to executives of European first league clubs in England, Spain, Germany, Italy, France, the Netherlands, Russia, and Portugal. The survey was completed by executives from 35 European clubs, the number of responses equally distributed among LCs, MSCs and SCs. Additionally, to validate the outcomes of the survey, a double-digit number of semi-structured interviews with club-executives responsible for internationalization and strategy were conducted. Results show some statistically significant differences between the three groups in their motivations, differentiations, and market entry initiatives. The motivations to internationalize are similar across LCs, MSCs and SCs and are driven by short-term revenue gains rather than a reduction of clubs' dependency on sportive performance in the long run. However, the results also indicate that while MSCs and SCs must find a niche in foreign markets, LCs successfully internationalize by pushing through their well-known brand, sportive successes, and established social media activities. With regards to market entry approaches, LCs deploy brand-focused strategies much more than MSCs and SCs, while the latter mainly rely on (local) partnerships for market entry. The data implies different strategies are applied by clubs of different sizes. Certain indications can be made that according to size, attractiveness and positioning within European football, internationalization should be approached differently to ensure to deliver a coherent and appealing image to international stakeholders.

IMPACT OF PROXIMITY AND SPORT-CAUSE FIT IN CAUSE-RELATED SPORT MARKETING FOR PROFESSIONAL SPORT TEAM AND SPONSOR

Kosuke Sawada, Keita Kinoshita, and Hirotaka Matsuoka

Waseda University, Japan

Professional sports organizations are expected by their stakeholders to engage in socially responsible activities, which can promote CSR activities in other industries (Inoue et al., 2014). Cause-Related Sport Marketing (CRSM) is part of social responsibility activities adopted by professional sport leagues and teams to make social contributions and relationships with target markets (Roy, 2011; Roy & Graeff, 2003). The present study investigated consumer attitudes toward CRSM conducted by sport organizations and sponsor companies. The brand-cause fit has received much attention as a factor influencing consumer responses and identities with the company or brand. The consumers' involvement in the cause is considered to be factors that moderate the impact of fit on CRM activities (Lee & Ferreira, 2013). Similarly, it has been suggested that activities with high team-cause fit in the CRSM are rated more favorably than those with the low fit (Nichols et al., 2016). In addition, several studies have revealed that consumers' team identification moderates the association between team-cause fit and product purchase intention. For example, spectators with higher identification to sport leagues and teams have significantly more favorable attitudes toward CRSM activities as well as teams and higher purchase intentions (Joo et al., 2016; Lee & Ferreira, 2011; Roy & Graeff, 2003). Consumers with high involvement in teams and causes tend to have higher purchase intentions and activity attitudes, making them the main target of the activities. However, sport organizations achieve their business goals through CRSM activities; it is essential to meet the needs of each group involved in the cause and the sport (Inoue et al., 2014). Proximity is one of the relevant cues for evaluating CRM activities and is also considered as the distance between the donation activity and the consumer (Varadarajan & Menon 1988). Proximity can be applied to motivate consumers with low involvement in causes. For instance, consumers' local donations can increase their attitudes toward the activity and their intention to participate (Grau & Folse, 2007). Thus, even though proximity has been shown to increase attitudes toward the cause-related activities for low involvement consumers, it has been underexplored in CRSM research.

The purpose of the study is to examine the relationships between team-cause fit and product purchase intention/attitude toward cause-related activities. Additionally, the present study will investigate the moderating role of team identification and cause involvement on the relationships. This study will use a 2 (Sport-Cause Fit: high and low) x 2 (Proximity: local and national) between-subjects study design. An online survey will be distributed to 20s and older residents in a city where a Japanese professional sports team is based.

THE EFFECTS OF SPORT SPONSORSHIP ACTIVATION ACTIVITIES ON CUSTOMER ENGAGEMENT BEHAVIOUR

Jan Schönberner and Herbert Woratschek

University of Bayreuth, Germany

Activating the acquired sponsorship rights to leverage the full potential of sponsorships is widely promoted nowadays. However, there is a lack of studies investigating the negative effects of sponsorship activations (Kelly et al., 2016). In addition, Cornwell and Kwon (2020) suggest to investigate the influence of authenticity in the yet underresearched field of sponsorship activations. Companies today aim to engage their customers to increase firm performance and customers' value (Jaakkola & Alexander, 2014), so we chose customer engagement behaviour (CEB) as outcome variable. Consequently, the aim of our study is to test the effects of differently perceived sponsors' activation activities and the perceived sponsor-sponsee authenticity on spectators' CEB towards the sponsor. If customers perceive sponsors' activation activities as positive, their attitude (Weeks et al., 2008) and loyalty towards the sponsor increases (Dreisbach et al., 2021). The sponsorship literature also speaks of potential negative effects (Kelly et al., 2016). Cornwell and Kwon (2020) propose that the success of sponsorships may be influenced by authenticity. CEB is an aspirational outcome for sponsoring companies because CEB are "customer's behavioural manifestations that

have a brand or firm focus, beyond purchase, resulting from motivational drivers" (van Doorn et al., 2010, p. 254). Jaakkola and Alexander (2014) conceptualised four types of CEB: augmenting, co-developing, influencing, and mobilizing behaviour. Accordingly, we derive following hypotheses: H1: Positively perceived sponsors' online activations lead to more positive CEB of the audience than negatively perceived ones. H2: Sponsor-sponsee partnerships perceived as higher in authenticity lead to more positive CEB of the audience than those perceived as lower in authenticity. H3: The relationship between spectators' perception (positive/negative) of sponsors' online activation activities and CEB is influenced by authenticity. Using factorial 2 (activation: negative/positive) x 2 (authenticity: higher/lower) between-subjects design, we recruited 529 sports enthusiasts. We manipulated authenticity using a press release about the sponsor (Subway: higher vs. McDonald's: lower authentic) and the sponsee (Berlin marathon). In the second press release, we manipulated the sponsors' activation activities (positive: launch of fitness sandwich/burger; negative: launch of meatball sandwich/burger). Participants were provided with the voluntary possibility to engage themselves in the four different types of CEB. Binary logistic regressions on the four CEB types (0=yes/positive, 1=no/negative) testing the valence of the activation activities revealed significant effects for augmenting ($B=-0.86$, $Wald=19.96$, $Exp(B)=0.42$, $p<.001$), co-developing ($B=-1.58$, $Wald=17.01$, $Exp(B)=0.21$, $p<.001$), and mobilizing behaviour ($B=-2.39$, $Wald=41.94$, $Exp(B)=0.09$, $p<.001$), but a non-significant effect for influencing behaviour. Authenticity effects on CEB were not significant for augmenting and co-developing behaviour, but significant for influencing ($B=-0.49$, $Wald=3.96$, $Exp(B)=0.61$, $p<.05$) and mobilizing behaviour ($B=-1.76$, $Wald=23.19$, $Exp(B)=0.17$, $p<.001$). Moreover, findings showed a predicted probability of 91.50%, if an activation activity is negatively perceived and the sponsorship perceived as lower authentic, 65.00% (negative and higher), 49.75% (positive and lower), and 14.60% (positive and higher) to engage in negative mobilizing behaviour. The findings partly support

H1, H2 and H3. Our study contributes to the literature by showing that activation activities are not per se favourable for sponsors; success, here positive effects on CEB, depends on how the activation activity is perceived by the spectators and whether the sponsorship partnership is perceived as authentic or not. Importantly, negative mobilizing behaviour - the strongest type of CEB - after negatively perceived activation activities has a significantly higher probability of occurring than positive CEB after a positively perceived activation, especially when the sponsorship is perceived as lower authentic.

STRATEGIES IN FOSTERING LOYALTY PROGRAMMES – AN EMPIRICAL ANALYSIS OF THE EUROPEAN FOOTBALL MARKET

Lukas Kimpel¹, Thorsten Dum², and Holger Sievert³

¹Manchester Metropolitan University, Germany;

²Hochschule Bonn Rhein Sieg, Germany;

³Macromedia University of Applied Sciences, Germany

In view of the Covid-19 challenges and ongoing digitalization, increasing customer loyalty is a focus for most companies such as football clubs (Kiran & Diljit, 2011). In football, fan loyalty needs to be fostered to prevent clubs from losing fans' interest or switching to competition (Irianto & Kartikasari, 2020). Loyalty programmes are widely accepted as marketing tools for organizations in different markets around the world to strategize in customer loyalty. Sports managers have ignored them, as their customers' loyalty levels were higher, which led to them taking fans for granted (Gouveia, 2018). Research in football has been scarce. Sport managers need improvement in their strategies by diversifying their plans and offering better rewards and need to work on their engagement with fans, not only via club memberships, which function as a loyalty strategy to approach only existing loyal customers (e.g. Dias & Monteiro, 2020; Huder, 2007; Vieria & Sousa). This raises the questions how

football clubs respond to the need of enabling loyalty programmes, and how they can be evaluated. Thus, the aim of this work is to analyse the European football market and its football clubs making use of loyalty programmes. This research in progress focusses on loyalty and loyalty programmes in football. Fan loyalty functions as a long-term partnership, including continuous interactions and passion (Bee & Kahle, 2006) and presents a particular starting position. Due to their social circle, their location or success of the team, they might already be loyal without marketing. They also create change barriers that prevent them from switching to the competition (Tsiotsou, 2017). Loyalty programmes in sports are used to improve the fans' loyalty and buying behaviour, such as in other sectors, while also involving fan loyalty and offering them monetary and symbolic rewards (e.g. Dalakas et al., 2021; da Silva & las Casas, 2017; Rufer, 2018). This study examines the European football market and football clubs making use of loyalty programmes. The research was conducted as a partly quantitative, partly qualitative content analysis of the information found online (June 2020). Data was implemented in 'SurveyMonkey' and evaluated using SPSS software. In line with theory-based benchmarking (e.g. Anand & Kodali, 2008; del Giorgio Solfo, 2018), 26 clubs from the Champions League and Europa League 2020/2021 were selected with a total of 31 programmes. Different types of programmes were mapped out. For in-depth analysis, evaluation criteria were set up and used on selected point-based programmes. In this research in progress the criteria of simplicity (e.g. Alshurideh et al., 2020), fan involvement (e.g. da Silva & las Casas, 2017), target groups (e.g. Bijmolt et al., 2010; da Silva & las Casas, 2017) and reward structure (e.g. Dalakas et al., 2021; Rufer, 2018) will be presented. Two systems stood out, Olympique Lyon and the third-party platform 'Socios', as Lyon provided a simple approach and an in-depth reward structure, while Socios focused on fan engagement, approaching all target groups and their reward structure. The results show that the European football market does not offer a huge variety of loyalty programmes without innovation and strategies. Club memberships do not achieve

the necessary goals to increase each target groups' loyalty but are the most used strategy. The paper provides the current research with an overview of the status quo of the European football market, while proving, that sport marketers have not tackled this topic fully (e.g. Gouveia, 2018; Vieira & Sousa, 2020). Increase in third-party programmes begs the question for researchers and clubs, whether clubs should consider their own programme and know-how or should they pay third parties to acquire their knowledge and resources.

FOOTBALL FANDOM IN THE AGE OF COVID-19: ASSESSING ATTITUDES AND INTENTIONS TOWARDS ATTENDANCE AT THE 2022 FIFA WORLD CUP

Mahfoud Amara¹, Wadih Ishac¹, Sara Mehanna Al-Naimi¹, Mohammed Abdulla Q. F. Al Thani¹, and Simon Chadwick²

¹Qatar university, Qatar; ²Emlyon Business School, France

The immediate spread of the pandemic Covid-19 has put governments and sport authorities alike in a critical situation. One of the biggest challenges was reducing mass gathering. Sport events became a risky activity contributing to the rapid spread of such disease. International Federations, International Olympic Committees, and host cities of major sport events had to take unprecedented decision to simply postpone international sport events with all the consequences to do with TV rights, sponsorship deals and other logistics/maintenance cost. Although not close to the scale of the Covid-19 pandemic, there have been in the last decade or so antecedents in dealing with diseases and outbreaks during mega sport events. Such as H1N1 influenza during the 2010 FIFA World Cup in South Africa and Winter Olympic Games in Vancouver, Ebola virus during the 2015 African Cup of Nations, and Zika virus during the 2016 Summer Olympic Games. Learning from recent crises, a number measurements were already

implemented, before the Covid-19 Pandemic, from proof of vaccination for travelers, to a health staff awaiting arrivals for screening, to a health risks assessments at an early stage to visitors and locals (Blumberg et al., 2016). Next to that, local, national, and international health agencies worked together in developing:

- 1) a public health risk assessment for the games (McCloskey et al., 2014);
- 2) establishing clinician laboratory-reporting using syndromic systems (Smith et al, 2007),
- 3) an event based surveillance team have been created covering all over the country reporting all incidents that might affect the Games (McCloskey et al., 2014).

To examine the perception about Qatar's readiness to deal with (post) pandemic during the 2022 FIFA World Cup interviews (7) were coordinated with academics and professionals in business of sport in the Middle East and North African region. From the emerging themes from the interviews the pandemic was not central in the interviewees response. They are already in the post-pandemic dynamic following the ongoing mass vaccination of population in the region and gradual lifting of restrictions. The interviewees emphasized instead the logistical dimension of the organization including aspects related to ticket pricing, accommodation cost and limitation of different accommodation with reasonable prices. Interviewees expressed their concern over the timing of the World Cup, in particular the work-loaded pre-Christmas and New Year phases in the West, as well as in the Arab region. The other method of data collection included qualitative media content analysis of perspectives presented within international and local media outlets. The themes covered by the media regarding the Pandemic impact on Sport Mega Events (SME) include events disturbances, travel restrictions and impact on fans attendance, safety assurance, fans optimism and hesitancy.

FACTORS ATTRACTING FANS TO DIFFERENT SECTORS IN THE STADIUM: EVIDENCE FROM DISAGGREGATED DATA

Angel Barajas and Thadeu Gasparetto

National Research University Higher School of Economics, Russia

A football fan has habitually many options when purchasing a ticket for attending a match. Features like different standings, seats, fixtures or hospitality packages may influence the consumption of a football ticket. However, most of the previous research inspected the demand for tickets using aggregated data (Schreyer & Ansari, 2021), which implies a common behavioural intention among all fans. There are some few attempts trying to deal with this issue. Some works exclude season ticket holders from their equations (Bond & Addesa, 2020), while others try to predict the season ticket holders' behavior itself (Schreyer et al., 2018). On the other hand, Allan and Roy (2008) evidences that TV broadcast would reduce the ticket demand for pay-at-the-gate home supporters, but it would not affect season ticket holders, as well as Dobson and Goddard (1992) indicate differences in the demand for standings and seated attendance. One of the biggest methodological challenges that researchers face when modelling stadium attendances is the lack of disaggregated data. Nonetheless, such data has been possible to collect on Brazilian football. Therefore, the current research aims to shed light on whether the determinants of live demand vary according to the sector of the purchased ticket. We focus our study on the first tier of the Brazilian League. We inspected the home matches played in a single stadium: Maracanã. We inspected the home matches of Flamengo and Fluminense from 2014 to 2019. The econometric approach consists in Ordinary Least Square regressions with home team and season fixed effects. The dependent variable is the attendance a on each sector s for each club i on season t . The regression actually models one individual equation for each sector for comparing their determinants. The explanatory variables are: the logarithm of the ticket price (p),

dummy for discount (d), and the Uncertainty of Outcome matrix (UO), which in the first model includes the home win probability (hwp) and in the second one adds its squared term (hwp^2). Control variables (CV) include the weekdays (w) and a specific dummy for each away team (j). The results show evidence that the explanatory factors impact differently the tickets consumption according to the sector. Tickets price, for instance, is negatively associated with lower demand for tickets in the sectors East and North, while in others it seems to be irrelevant for the fans. The impact of a discount in tickets is, as expected, positive attracting supporters. The outputs also indicate relevant findings regarding the impact of the Uncertainty of Outcome. In the sectors East, West and South, supporters are highly interested in the home win probability – it is, they do attend more as much favorite the local team is. Nonetheless, a significant quadratic relationship between home win probability and demand for tickets in the North sector is found. The empirical findings offered here contributes with the literature on sport tickets demand. Further research using disaggregated data from different settings are encouraged.

IMPACT OF PERCEIVED FUNCTIONAL AND IMAGE FIT ON CONSUMER-FOCUSED EFFECTIVENESS FOR NEW NBA SPONSORSHIP

Wen-Hao Winston Chou and James J. Zhang

University of Georgia, United States of America

New sponsorship is defined as a commercial brand establishing an unprecedented sponsoring relationship with an existing property. Increasingly more corporations are keen to make monetary investment into sport sponsorship, which might be newly-formed companies or exotic brands that collaborated with properties for the first time in some specific geographic markets. Even so, global sport sponsorship rights fees are falling from \$46 billion in 2019 to \$28.9 billion in 2020 as a result of the Covid-19 pandemic (Williams,

2020). More than ever, the evaluation of new sponsorships effectiveness is important when investments become more conservative. Previous research on new sponsorship was mainly focused on the side of sponsor and property, such as inner process of decision-making and negotiations (Athanasopoulou & Sarli, 2015) and the impacts of new media and technology use on sponsorship (Currie, 2000; Dees, 2011). Fans' perception of new sponsorship has been noticed but relatively rare (Jensen et al., 2012; Thomas & Roeseler, 2013). As one of the most important predictors of sponsorship effectiveness (Becker-Olsen & Hill, 2006; Speed & Thompson, 2000), sponsorship fit has been one of major concerns when sport fans evaluate new brands that are potentially sponsoring their favorite team (Thomas & Roeseler, 2013). In the current study regarding new sponsorship, consumer's perception of fit was the focus, and was subcategorized into functional and image fit (Gwinner & Eaton, 1999; Prendergast et al., 2010). The perceived functional fit is strictly focused on perception of congruence between sponsor's product/service and property's sports, while perceived image fit is referred to the perception of brand image congruence between sponsor and property (Bigné et al., 2012). It should be insightful to shed a light on the process of image transfer where the dual feature of perceived sponsor-event fit might lead to different sponsorship effectiveness from a new sponsor's target consumers (Rajabi et al., 2020). A student sample (N=675) responded to an online survey about a new tire sponsorship in the NBA. Multiple regression analyses were conducted to test hypotheses that depicted the relationship among perceived functional fit, perceived image fit, and consumer-focused sponsorship effectiveness (i.e., sponsor recognition, attitude toward sponsor, and purchase intention of sponsor's product). Findings revealed that the perceived image fit had a significant ($p < .05$) impact on consumer's cognitive, affective, and conative responses to the new corporate sponsor after controlling for the effect of familiarity, product involvement, and team identification; whereas, the perceived functional fit was found to be only influential of cognitive response. These findings revealed that when consumer perceive

a good image fit, the favorable consumer-based outcomes will be possibly obtained. For that sense, the purpose of leveraging sponsorship later should be more focused on increasing a created fit through image-based similarity. Sport marketers can capitalize the perceived image fit through sponsorship-linked marketing for expecting better returns from target consumers when leveraging their investment of new sponsorship.

SPORT SPECTATOR PREFERENCES FOR ARTISTIC ENTERTAINMENT DURING LIVE GAME EVENTS: A QUALITATIVE INQUIRY

Hannah H. Bo and James J. Zhang

University of Georgia, United States of America

Medium to large scale sporting events are facing challenges of providing unique game-day experiences for sport spectators and keeping sport spectators engaged, entertained, and not departing early before the end of an event. The longer a sport consumer stays in an arena or stadium, the more opportunities the person will have to participate in fan activities, interact with sponsors, do purchases, and remain as a repeating spectator. Nonetheless, a very challenging situation for sport event managers is that today, consumers no longer want one-size-fits-all entertainment and media experiences (PwC Global Entertainment and Media Outlook, 2018). As the sport game itself, such as winning or losing, is not under the control of a sport event management, how best to keep spectators entertained is critical question for sport managers. When people step into an arena, the first element that gets their attentions is usually the event atmosphere (i.e., lasers, music, banners). For sports fans, a warm and exciting atmosphere can directly arouse their emotional and behavioral reactions. For non-sports fans, creating supreme event atmospherics is a good strategy to generate primacy effect on a consumer's cognition process. As a traditional element of enchanting a sporting event's atmosphere, artistic entertainment activities offer aesthetic enjoyment for sport fans. When performed appropriately and elegantly, these activities

amuse spectators and stimulate their emotions that can ultimately influence a consumer's perception of event quality, assessment of a sport brand, and even intentions of future consumption behavior. According to Wann et al. (2001), aesthetics is one of the key motives affecting consumer behavior. Providing desired, high-quality artistic entertainment activities during a sport event can be a major avenue for sports event managers to ensure a positive consumer experience even when the sport game may not. The sports industry has already been incorporating artistic entertainment elements into sporting events for close to a century. For example, as early as in 1967, major artistic performances were a part of the halftime show of the Super Bowl event. Super Bowl statistics (2020) show that 13% of viewers considered the music act as the most-anticipated part. The Super Bowl LI halftime show had 117.5 million viewership, while the game viewership was 111.3 million, a somewhat lower number (Schwindt, 2017). Similarly, in 2020 the Super Bowl LIV attracted 102 million viewers, with 104.1 million viewers of the halftime show (Press, 2020). Among 5.1 million tweets were about Lady Gaga's performance and 2.2 million were posted during her show during Super Bowl LI. Given the attractiveness of aesthetic activities, this study aims to further explore sports artistic entertainment from the qualitative aspect. Specifically, the research will use secondary data (i.e., setlists of Super Bowl halftime shows) to classify sports artistic entertainment. A semi-structured interview with five generations' sports spectators (traditionalists, baby boomers, Generation X, millennials, and Generation Z) will be conducted to identify sports spectators' perceptions and preferences for artistic entertainment in live sporting events. The findings will provide practical implications that can help sports marketers design and program artistic entertainment more effectively.

DEFINING EMERGING CONSUMER DEMAND FEATURES OF LIVE PROFESSIONAL GAME DAY EXPERIENCES IN THE WOMEN'S NATIONAL BASKETBALL LEAGUE

Lauren Johnson

New Jersey City University, United States of America

Studying WNBA event spectator consumption from a consumer demand perspective can help designate important factors that are directly tied to individuals wanting to consume more games. With WNBA live game attendance as the subject of this study, core consumer demand features before, during, and after a WNBA game will be analyzed in relation to game consumption behaviors to examine what elements of a game lead to repurchase intentions. There is a clear distinction on previous core product studies, and what is now needed are ways to fully understand what WNBA game event engagement features attract and retain fans. There is currently a lack of research connecting an extension of core traditional product features to contemporary consumer demand factors of social fan interactions in the form of interactive activities and social activism activations, which we will refer to as advocacy programming with consumption behavior. This research will define interactive game event activities and advocacy programming variables through a scale and measure its ability to predict WNBA game consumption. When assessing consumer demand for live WNBA games it is important to explore interactive activity and advocacy programming that the league has launched as a part of its contemporary program features. The ability to interact with players before games has now been woven into the fabric of the league. Giving young athletes the ability to participate in games and clinics before the game and during halftime is another way that WNBA teams interact with its fans. Understanding specifically which fan interactions yield the greatest perception can increase its understanding of their fan base. The ability to contribute to social change advocacy

programming initiatives is now being officially induced into the WNBA. The social change council that has been started by the league is one of the first of its kind in professional sports. Fans that support the WNBA are now clearly aware that their support also goes towards solving societal issues such as racial injustice, women's rights, LGBTQ+ issues, hunger, and underserved members of their communities. Many individual teams make it a point to program events and community engagement opportunities that encompass a whole "game day". This is a stark difference from the 2-3 hour game within which the competition is being held. These core product extensions have not been studied in previous literature, as constructs that can lead to increased consumption intentions need research investigation. This study will (a) define social interaction and social change fan engagement features in the context of core product demand extension features and (b) analyze which factors can predict consumer demand for WNBA games. In brief, the purpose of this proposed study is to examine the dimension of consumer demand for core product features of professional women's basketball events and their impacts on consumer satisfaction and perceived value and subsequently on consumption behavior.

FAN PERCEPTIONS OF INCOMPETENCE AND EXPLICIT BIAS IN AFL UMPIRING

Geoff Dickson and Darshan Bist

La Trobe University, Australia

The study explores fans perception of incompetence and explicit bias in AFL umpiring. Incompetence refers to performance below a satisfactory level (Brown & Garland, 1971). Explicit bias is a collection of attitudes that the holder is aware of having and is able to express consciously (Ackerman & Chopik, 2020). This study is important for several reasons. First, the AFL umpires are representatives of the AFL, and negative sentiments towards umpires may spill over to the brand and reputation of AFL. Second, there is recog-

inition that negative umpire sentiments make it difficult to recruit and retain umpires at non-elite levels (Gill, 2013; Gill, 2016). Third, abusive comments directed towards officials have an adverse effect on their mental health (Webb et al., 2021). Finally, fan perceptions of the quality (i.e. competence) and integrity (i.e., explicit bias) of match officials could ultimately undermine their enjoyment and psychological connection to the team. Primary data was collected from 22 post-game threads on the official Carlton Football Club Facebook page throughout 2018. All comments (n=15052) were reviewed and selected if they made reference to umpiring (n=890). Comments were labelled 'incompetence' if the statement inferred that the umpire lacked sufficient ability to umpire at the expected level (n=603). A comment was labelled 'explicit bias' when there was a clear or reasonable inference that the umpiring was intentionally biased (n=279). Within the theme of incompetence, two subthemes were identified – rules misinterpretation and sympathy for the games complex and changing rules. Three explicit bias subthemes were identified - bias of the entire umpiring department; bias by a particular umpire, and bias from the governing body. The terms 'corrupt' and 'cheat' were often used in reference to the entire umpiring department or a particular umpire. Many fans perceived that the AFL Commission and the AFL executives facilitate the umpire's explicit bias. The study suggests that expressing negative sentiments towards officiating is an integral part of the fan experience. Negative sentiments is linked to the expression of hate towards the umpires. The study also suggests the presence of self-serving bias among fans to attribute negative outcomes to external factors. Future sport consumer behaviour studies should explore criticism of match official's performance.

ADAPTING THE MARKETING MIX ACROSS CULTURE

Jaime Orejan

Limestone University, United States of America

Since the 1980's the term "globalization" has become a topic of debate and discussion (Hollensen, 2001). Globalization can be defined in a variety of ways and a variety of perspectives. Globalization can be the widening of international flows of trade, finance and information in a global market (Doyle & Stern, 2006). Others would say it is a transformation of the world into a single global village. Regardless of the definition, globalization brings many opportunities to different companies and organizations because they could operate in more than one country and more than one culture. As such an international or global organization has many marketing challenges (Keagan & Schlegelmilch, 2001). Among them is the execution of global marketing research which can be substantially different than domestic research. Moreover, global market research faces greater competition. Additionally, marketers have to learn the foreign culture before launching a product and marketers need to learn about various aspects of foreign markets environments. And finally, underdeveloped communication infrastructure can hinder the information collection process. Beyond these different challenges, one is recurrent: the cultural challenge. Culture as a concept is very difficult to define. Every author who has dealt with culture has given a different definition (Hollensen, 2001). Hofstede's (1980) definition is perhaps the best known: "Culture is complex, but it is not chaotic; there are clearly defined patterns to be considered. Culture is the collective programming of the mind which distinguishes the members of one human group from another" (p.87). The elements of language, manners and customs, technology and material culture, social institutions, education, values and attitudes, aesthetics, religion are usually included in the concept of culture (Hollensen, 2001). Facing cultural challenges implies that companies have to deal with different cultures when they are global. So, they have to find marketing solutions in order to manage changes and differences in other countries. In that regard, companies may use two strategies for answering this problem. The first one is the standardization. Standardized global marketing is an international marketing strategy for using basically the same marketing

strategy and mix in all the company's international markets (Armstrong & Kotler, 2008). The second strategy is the adaptation. Adapted global marketing is an international marketing strategy for adjusting the marketing strategy and mix elements to each international target market, bearing more costs but hoping for a larger market share and return (Armstrong & Kotler, 2008). Consistent with the overall reduction of trade barriers worldwide, sport marketers are looking for ways to capitalize on opportunities to sell their products overseas. Given the prevalence of sports and sport products in the international marketplace, it is imperative that sport marketers understand the cultural issues associated with selling and advertising in foreign markets. In recent years, however, socio-cultural influences have been identified as critical determinants of marketing behavior. Simply stated, international marketing is a cultural as well as an economic phenomenon (Hunt, 2019; Terpstra, 1997). According to Jeannet and Hennessey (1998), and Stahl and Voigt (2005), the complexities of international marketing are partially caused by societal and cultural forces, and these cultural forces could determine whether a product (sport or otherwise) can be profitable in a foreign country. The main purpose of this presentation is to compare two strategies, standardization and adaptation, to show how companies manage cultural differences. Additionally, this presentation will attempt to present and discuss the wide variety of cultural and social influences found in international marketing operations, and to think in international and global terms when operating in a different culture.

THE APPLICATION OF INTEGRATED AND DEVELOPMENTAL PERSPECTIVE TOWARDS SPORT FAN IDENTITY

Yoonki Chun, Michael Sagas, and Elodie Wendling

University of Florida, United States of America

Sport fans' psychological ties to sport teams are one of the most studied topics in sport marketing (e.g.,

Branscombe & Wann, 1991; Kwon et al., 2007; Laverie & Arnett, 2000; Madrigal, 1995; Mahony et al., 2000). Within the body of knowledge, the construct of team identification is well adopted and studied extensively (see Lock & Heere, 2017 for a recent review of this literature). Yet, it has been pointed out that there lies a distinct tendency within our discipline that focuses on the collective nature of identities (i.e., social identity), while little attention has been given towards understanding the dynamic nature of multiple identities (Wegner et al., 2020). Neighboring fields such as organizational behavior have suggested that individuals' self-concept and understanding of self (i.e., identity) to be a multidimensional and dynamic construct as opposed to a static outcome (Ashforth et al., 2008; Brown, 2015; Caza et al., 2018; Horton et al., 2014). Thus, we contend that one's identity as sport fan could also be understood through similar perspective in order to advance our understanding of the complex nature of its development across a fan's lifespan. Indeed, sport consumer behavior scholars have recently acknowledged the necessity of exploring the complex relationship between various "types" and "layers" of identity in the sport fan context (e.g., Lock & Heere, 2017). This study aims to extend on these recent developments by advancing a new integrated model framed on social, role, and personal identity that evolves through a process of identity work. Identity work is defined as the process in which individuals form, repair, maintain, strengthen, or revise one's self-meanings (Alvesson & Willmott, 2002). It is a developmental process that allows individuals to experiment and reconstruct their identities constantly (Brown & Toyoki, 2013; Davies & Thomas, 2008; Fachin & Davel, 2015; Lucas, 2011). The term integrated fan identity is advanced as a plausible way to conceptualize the synthesis of the three identity domains and advance new theoretical propositions of team identification (social), fan identification (role), as well as personal fan identities. Assuming integrated fan identity is formed through identity work, it is expected to undergo the interplay of multiple identities through non-linear processes and a number of interaction effects. By viewing fan identity as,

through multiple identity theories, a multi-layered, integrated, organic, and developmental process (e.g., Burke & Stets, 1999; Erikson, 1968; Reid & Deaux, 1996; Swann et al., 2009; Turner, 1978), we hope to supplement the literature and begin to fill a theoretical gap that can significantly expand on the team identification construct in future research. The integrated fan identity model is grounded on a number of foundational propositions of various identity domains and their expected outcomes when applied to sport fans. The conceptual model also provides a coherent rationale for theory integration that aids in the understanding how a sport fan engages in identity work to form a trilateral integrated fan identity across a lifespan. Theoretical implications and direction for future research is also discussed.

EXPLAINING OFFLINE BRAND LOYALTY THROUGH ONLINE BRAND COMMUNITY IN SOCIAL MEDIA: A CASE STUDY OF PROFESSIONAL SPORTS IN CHINA

Yuanyuan Cao, Ziyuan Xu, and Hirotaka Matsuoka

Waseda University, Japan

Even though there are research studies on social media engagement behavior (SMEB), limited research has been conducted to identify the positive and negative valence of engagement behavior on social media among professional sports fans. Additionally, it is uncertain how the two valences of SMEB are related to brand loyalty. Besides, most researchers have explored the relationship between brand community identification and brand loyalty, but mere studies have combined sport fans' online community and offline behavior. Therefore, in the present study, first, we draw on social identity theory and the brand community literature (Muniz & O' Guinn, 2001) to identify consumer-to-consumer relationships and consumer-to-brand relationships as antecedents of online brand community identification. Second, we build on the customer-based brand equity model (Keller, 2003)

and customer engagement theory (Van Doorn et al., 2010) to propose how online brand community identification effect fans' brand loyalty through positively and negatively valenced brand-related SMEB separately. Finally, this study attempts to figure out the moderating effect of overall satisfaction on the association between online community identification and SMEB. Brand community is defined as a special, non-geographic connection between consumers and is part of a structured social relationship between brand fans. (Muniz & O' Guinn, 2001). Brand communities are beneficial for maintaining relationships with individuals (McAlexander et al., 2002), strengthening loyalty. Brand community identification is defined as a person's self-concept that makes him/her equal to other members of the group and different from external members (Hung, 2014). Research shows that an individual's social identity to a brand community depends not only on the relationship with other community members but also on the relationship with the brand (Zhou et al. 2012; Muntinga et al., 2011) define social media behaviors as COBRA ('Consumers' Online Brand-Related Activities'), a behavioral construct that 'provides a unifying framework to think about consumer activity of brand-related content on social media platforms' (p. 14). Dolan et al. (2016) propose that SMEB is placed in a continuum of intensity, from low (passive) to high (active) activity. In addition, the intensities of engagement are different in valence. The engagement levels of positive valence are low (consuming), medium (positive contribution), and high (co-creation). The levels of negative valence engagement are low (detaching), medium (negative contribution), and high (co-destruction). SMEB, which contributes to customer referrals, customer influence, and customer knowledge, can be seen as a non-transactional contribution of consumers. Non-transactional consumers have greater repeat purchases in transactional exchanges (Brodie et al., 2013). Therefore, the SMEB in online brand communities characterized by sharing, advocacy, social interaction, and co-development is an important non-transactional brand loyalty channel (Brodie et al., 2013). The data of this study are analyzed with a structural equation

model method with the sample collected through an online survey platform in the context of Chinese professional sports. Results and discussion will be presented at the conference.

FUNCTIONAL VERSUS CENTRAL QUALITY AND INTENTION TO RETURN TO PARTICIPATE IN A POPULAR RACE GENDER DIFFERENCES

Maria Quirante Mañas and David Cabello Manrique

Department of Physical and Sports Education of the University of Granada, Spain

From small communities to entire nations, sporting events are used as tools to encourage economic, tourist and cultural growth (Bavaresco & Carvalho, 2018; Fernández-Martínez et al., 2021; Poczta et al., 2020). It should be added the increased interest in sports practice and participation in recreational competitions, proliferating, a greater number of sporting events, mainly races (Angosto-Sánchez et al., 2016), which increase year by year the number of participants (Number of running events in the US from 2012 to 2016, by distance of race, 2020). Studies on future intentions based on runners' evaluations are scarce (Alexandris et al., 2017; Hallmann & Wicker, 2012; Ninomiya et al., 2019) as well as those that differentiate between gender, their perception of quality, value and satisfaction in sports services (R. Nuviala et al., 2021). Quality has two dimensions: central quality; In the participants, these attributes are manifested in the perception of their sports performance (Theodorakis et al., 2013) and functional quality, understood as the assessment that users make of physical elements and interactions with human resources (Theodorakis et al., 2013). Quality is an antecedent of perceived value among runners (Cabello-Manrique et al., 2021; Crespo-Hervás et al., 2019). The value, in turn, is a positive and direct antecedent of satisfaction among participants in recreational races (Haro-González et al., 2018; Theodorakis et al., 2014). Quality is a precedent

for both perceived value and satisfaction (Fernández-Martínez et al., 2020). There is a joint and positive relationship between quality, perceived value and satisfaction, with the continuity of users in these sporting events (Nuviala et al., 2021), which in turn, in several studies, has supported the idea that the Future intentions have been determined through service quality, perceived value and satisfaction, where value is the variable with the greatest weight in predicting future intentions (Calabuig-Moreno et al., 2016). This research aims to observe the relationship between quality, functional and central, value and satisfaction with the intention of participating in a popular race again, observing the possible differences based on gender. A questionnaire was conducted with a total of 866 runners in a popular 21 km race in Granada. The results of the present study indicated that central quality is a precursor to value and satisfaction, with no differences based on gender, as well as functional quality. Value is a predecessor of satisfaction, without differences based on gender. The central quality and the intention to participate again have not reflected a direct relationship, unlike the functional quality, which for its part is an antecedent of the intention to participate again, without distinction of gender. The value does not have a direct relationship with the intention to participate again, but it does have an indirect relationship through satisfaction, since this is a direct antecedent of participating again without difference between genders.

UNDERSTANDING SPORTS CONSUMPTION AND MOTIVATIONS DURING COVID-19 PANDEMIC IN QATAR

Marah Ahmed Sawali, Lolwa Al-Kaabi, Abdolrahman Al-Obaidly, Mohamed Slim Ben Mimoun, and Othman Althawadi

Qatar University, Qatar

The coronavirus pandemic that started in December 2019 has affected the whole world economically,

physically, and for some people mentally. Coronavirus have led to postponing or cancellation of sports mega-events such with the Tokyo summer Olympics and affected also sports practices around the world. Furthermore, due to the lockdown many people started practicing and consuming sport products at home. The present research aims to understand Sport Consumption and Motivations during COVID-19 Pandemic in Qatar. To reach this objective, a qualitative study was conducted using in depth interviews among 13 participants. The study focused on three main topics, sports practice, sports programs watching and sports product consumption during the pandemic. The results showed different practices during the four stages of the pandemic, in the initial stage (total lockdown), nearly all of the interviewees practiced sports outside, in the second stage they started walking in shopping malls, and in the third and fourth stage, they started going back to gyms and practice their usual activities after the country lifted the restrictions. Results indicate big differences between females and males in term of main motivations behind the different types of sports consumption (lose weight and boredom removal for females and healthy lifestyle and having fun for males) and in term of the practiced sports (mainly cardio, weightlifting for females and big diversity of sports for males). Finally, the results indicate important differences between respondents in term of the impacts of the pandemic and the lockdown on their psychological mood and their level of sports practices.

THE EFFECT OF TEAM ACHIEVEMENTS, TEAM PRIDE AND TEAM IDENTIFICATION ON FOOTBALL FANS PURCHASE INTENTIONS: A COMPARISON STUDY BETWEEN REAL MADRID FANS IN SPAIN AND QATAR

Abdolrahman Al-Obaidly, Mohamed Slim Ben Mimoun¹, and Ainsworth Anthony Bailey²

¹College of Business and Economics, Qatar University, Qatar; ²College of Business &

The sport industry nowadays is one of the most successful among business and entertainment industries. Fans around the world and their attachment to the different sports and sport teams play a very important role in the success of this industry. The level of attachment of fans to their sport teams is different from one individual to another and has a direct important effect on purchase behavior. However, this level of attachment depends on different factors such as team identification, pride, team present and past achievements, social-context, and sense of community. Regional attachment is generally presented in the literature as an important factor that affects the level of attachment to a specific team. However, how this element is evolving with the internationalization of professional teams specifically in football. This issue of fan attachment to teams is therefore crucial, with development of international teams with fans around the world. In this vein, the present study aims to investigate the differences between fans within the region of the club and others abroad, in terms of team identification, pride, and purchase intentions and behaviors. To realize this objective, data were collected through an online survey using Amazon Mturk from Real Madrid fans in Qatar (n=427) and Madrid (n=123). The data were analyzed via PLS-SEM using Smart-PLS3. Results revealed important differences between Real Madrid fans in Qatar and Madrid. For example, the behavioral intentions of the fans in Madrid depend mainly on the past achievements of the team and the level of pride. In contrast, fan behavior in Qatar is highly dependent on the current achievements of Real Madrid and the sense of community. The results of the study will help future researchers to understand the mechanism of identification with a foreign international sports franchise and will offer important guidelines for clubs in implementing an international marketing strategy.

TEAM' PRIDE FEELINGS AND E-WOM: AN EMPIRICAL EXAMINATION OF LA LIGA FANS IN QATAR

Sara Alghanim, Sara Mohammad, and Mohamed Slim Ben Mimoun

Qatar University, Qatar

Fans behaviors are generally associated with pride feeling toward their favorite teams. Sports Marketers can benefit from this pride feeling by encouraging impulsive buying or spread of positive e-word of mouth (e-wom), however, the literature lacks such examinations. This study aims to explore the relationship between sport consumers' pride feelings toward their favorite team and e-wom as well as the association between identification toward a team and fans community and e-wom. Building on previous literature a nine hypotheses model is presented and an empirical survey of 246 fans of the Spanish football league (La Liga) in Qatar was performed to test this model. The results indicate that the pride constructs have a positive effect on team and fans community prestige, distinctiveness, and identification. While prestige and distinctiveness of a team and its fans community influence team and fan community identification. Lastly, identification toward a team and fans community positively influences e-word-of-mouth. Main theoretical and empirical implications are discussed.

GYM MEMBERS' LOYALTY IN QATAR: A COMPARISON BETWEEN SPORTS MARKETING PATH AND SPORTS PSYCHOLOGY PATH

Aza Sid Lemine, Mohamed Slim, Raed Al-Gharabat¹, and Ainsworth Bailey²

¹College of Business and Economics, Qatar University, Qatar; ²University of Toledo, United States of America

Building on literature on sports marketing and sports psychology, the present research investigates the effects of two different pathways to achieve gym member's loyalty. The first path is a marketing path that is built on the customer engagement concept, driven by perceived quality, satisfaction, and involvement. The second path is adapted from the sports psychology field, which concentrates on exercise persistence and its antecedents: intrinsic motivation, self-efficacy, and outcome expectation. Members' loyalty toward a gym was studied as an outcome of customer engagement and exercise persistence. The research also explores the moderating effects of gender and age. We collected data from 443 gym members in Qatar and analyzed it using PLS-SEM with Smart PLS3. The results reveal that the two pathways explain a significant amount of variance in loyalty, but the marketing path has a higher explanatory power than the sports psychology path. The results show that three predictors—perceived quality, satisfaction, and involvement—significantly influence customer engagement. Intrinsic motivation and self-efficacy have significant influence on exercise persistence. The findings show also that the main effect of the sports marketing path is independent from gender and age, in contrast to the effects of the sports psychology path that are highly dependent on both gender and age. Based on the results, key theoretical and managerial implications are proposed.

POSITIVE VIBES OF ONS JABEUR WITHIN THE CORONAVIRUS CRISIS IN TUNISIA: NETNOGRAPHIC STUDY

Ines Bahri Hammami¹ and Salma-Ines Daou²

¹Université Tunis El Manar Tunisia, Qatar; ²MSB University / Université Tunis El Manar, Tunisia

During 2021, Tunisia, among many countries, has faced several challenges leading to a critical health and economic situation. The social movement generated by 2011's revolution, followed by the political instability and successive coronavirus four waves, has

generated the current prevailing economic and sanitary gloom in the country. For months, the media has kept spreading negative information about the economic uncertainty and potential chaos. Under these threatening circumstances, Tunisians found themselves in desperate financial and health straits, which has provoked a sense of distress and pessimism in the majority of the citizens. Amidst all this fog, however, the excellent performance of Ons Jabeur, the first Arab female professional tennis player to reach the quarter-finals at Wimbledon, brought wonder and excitement to all Tunisians. Thousands of people from all ages, were following the historical progress of Ons Jabeur on TV channels and social media. The won games have given rise to many positive emotions that Tunisians are sharing together in the cafés, social media and workplaces. Notably, sporting events offer a strong emotional value to consumers and therefore occupy a prominent role in their life (Pons et al., 2006) but it's interesting to explore these positives emotions in the critical situation like coronavirus crisis. This paper aims first to review consumers' reactions to Ons Jabeur winnings despite the negative context generated by the coronavirus crisis in Tunisia. Different studies have already investigated the effect of coronavirus and public decisions on economic situation (Arfa & Alber, 2020) and consumer behavior (Faour-Klingbeil, Osaili, et al., 2021). Secondly, because the sponsorship activity has become an increasingly important field in marketing research (Chanavat et al., 2009) and especially on emotional response (Bal et al., 2009; Methlouthi et al., 2019), we aim to explore the effect of emotions on the customers' attitude towards Ons Jabeur sponsors. Many brands have recognized the talent of tennis star, she is sponsored by important companies like Qatar Airways, Lotto, Haval, and Tunisie Telecom. For this purpose, a qualitative research through a netnography will be conducted to understand the customers' opinions and attitudes towards Ons Jabeur's winings and the sponsors that accompany her in her games (Heinonen & Medberg 2018). Then, we will use, on the second step a quantitative on-line survey.

UNDERSTANDING BRAND EQUITY FOR NEW CREATED SPORT TEAMS: THE CASE OF PAKISTAN SUPER LEAGUE

Kaiynaat Bakali, Mohammad Nael Shaath, Muhammad Asad Ullah, Turkan Alshaibi, Mohamed Slim Ben Mimoun, and Hatem El-Gohary
Qatar University, Qatar

Cricket is known to be the most popular sport in south-east Asia in countries as India, Bangladesh, and Pakistan. Cricket players are real celebrities and endorsers in those countries, sometime perceived as national heroes. However, in contradiction to all expectations, only India has an established history of a professional cricket league and professional cricket teams. The second professional cricket league in the region was created recently in 2015 in Pakistan: The Pakistan Super League or PSL. It includes six professional teams corresponding to the 6 most important cities in Pakistan. The inaugural season took place in 2016 and was entirely held by the UAE. The present research aims to explore the brand equity of these newly created professional cricket teams and its antecedents. Building on the literature on sport team fans behavior and the “dual identification perspective” introduced by Wang and Tang (2018), a ten hypotheses research model is proposed. To test the model, we conducted a survey among 130 fans of the Pakistan Super League. 112 survey responses were accepted and used. Data was analyzed using multiple regression and one-way ANOVA via SPSS26. Results indicate that only six hypotheses were accepted and that in the case of PSL teams, brand equity is mainly explained by the identification to the favorite team as a brand and not as a team. Results also indicate significant differences between different teams’ fans behavior and that team identification will depend mostly on congruity between the fan self-image and the team image, the team brand prestige, and the team brand distinctiveness. Theoretical and managerial implications are discussed.

TEAM AND FAN COMMUNITY IDENTIFICATION PROCESSES: ACROSS- TEAMS COMPARISON OF THE SPANISH PROFESSIONAL FOOTBALL LEAGUE

Raghda Shiblack, Maha Al-Mahmound, Aldana Almohannadi, Fatima Alattiyah, and Mohamed Slim Ben Mimoun
Qatar University, Qatar

The present research focuses on the team and Fan community identification throughout comparison of the fans of four Spanish professional football (La Liga) teams: Athletic Club, Atletico Madrid, Barcelona, and Real Madrid. Building on a literature review related to sports fans behavior, team identification and team pride, we developed a nine hypotheses research model. To test our research model, we conducted an online survey among 150 La Liga fans. Data was analyzed using both multiple regression and ANOVA on SPSS27. Results confirm the positive effects of team prestige and team distinctiveness on identification with both the team itself and the community of fans. Results also corroborate the finding of Gordon et al. (2021) relate to the direct and indirect effects of the four pride feeling components on both fans community identification and team identification. Finally, results indicated some similarities and differences between fans of the different La Liga teams. In general, fans of Barcelona, and Real Madrid have very similar behaviors, fans of Atletico Madrid have higher community identification than the three opponent teams’ fans, and fans of Athletic Club have the lower scores in terms of team and fans community identification. Theoretical and managerial implication are discussed.

FACTORS AFFECTING HIGH SCHOOL FOOTBALL GAME ATTENDANCE: PERCEPTIONS OF NON-PARTICIPANTS

Eddie Lam and Matthew Ziernik
Cleveland State University, United States of America

Attending sporting events has been a popular form of entertainment. One popular sporting event to attend in the United States is football, which has long been a major form of entertainment for sport fans. There is a unique connection between the team, emotional involvement, community, and the individual in sports, particularly with football. To understand the reasons for game attendance is a major concern for athletic directors of high schools. Studies have been examined the factors that affect high school football game attendance, but no information is available from those who do not attend the football games. Therefore, the purpose of this study was to identify the determinants that prevent spectators attending high school home football games. The results can provide valuable information for athletic directors needing to increase spectator attendance and the revenue generated by high school football games. In addition, this information can be valuable in improving the services during the games (e.g., concessions and souvenirs). The Spectator Motivator Scale for Non-Game Attendees (SMS-N) was used for this study. The SMS-N includes six factors: Residual Preferences (5 items), Economics (3 items), Social Aspects (3 items), Enjoyment & Entertainment (4 items), Game Attractiveness (4 items), and Team Identification (5 items). The SMS-N was administered to those students that did not attend any football games in the past season during class time by the teachers. Participants (N = 123) were high school students in grades 9-12 (77 males and 46 females), and most of them were Caucasian/White (n = 110). The results of the study indicated that participants did not attend the football games because of the following reasons. They perceived that the concessions and the game tickets were too expensive (economic factor). They also perceived that the team did not perform well and the games were not exciting enough (enjoyment and entertainment factor). This was mainly due to the team's record: low scores and giving away too many points (game attractiveness factor). Besides, the participants did not feel that they have the obligation to support the team, and being a fan was not important for them (team identification

factor). Therefore, in order to promote game attendance and the attractiveness of the games, the school should make the games more fun (e.g., to have a school mascot). The use of a mascot can be entertaining, especially during down times such as before the game, time-outs, in between quarters, and half time. People generally love mascots because they are symbols of fun, the embodiment of school spirit, and make great ambassadors for their schools (Mumford et al., 2004). The use of a mascot can effectively create school awareness, develop loyalty, and increase attendance. Another important piece of the fun aspect and entertainment is to assure that the cheerleaders, dance team, and band are present. The cheerleaders, dance team, and band can facilitate crowd interaction and help decrease down time. Besides, the school needs to promote the games by providing spectators with contests and giveaways.

MERCHANDISING AND DISCRIMINATION

Guido Ellert¹ and Herbert Woratschek²

¹Macromedia, Germany; ²Faculty of Law, Business & Economics, University of Bayreuth, Germany²

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. 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 et al., 2019). None of the studies investigated gender bias in the fan shops' assortment and thus a research gap can be committed here. 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. 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. 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 discrimination. 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.

SPORT SPONSORSHIP IN EMERGING NATIONS: BUSINESS DYNAMICS, CRITICAL SUCCESS FACTORS, AND BARRIERS

Cem Tinaz¹ and Simon Chadwick²

¹Istanbul Bilgi University, Turkey; ²Em Lyon Business School, France

Sport sponsorship constitutes a meaningful tool to increase awareness, gain brand visibility, showcase products and services, and ultimately, increase sales. Sponsorship allows reaching a huge audience in line with the elections made. Through sport sponsorship, a positive relationship with various stakeholders such as company employees, potential customers, investors, media, politicians or the community can be established. Sponsorship is an excellent opportunity for many companies since it enables them to reach consumers through their hearts and minds while allowing them a valuable opportunity to promote themselves and their brands. As a result of globalization and new media, sport can reach more people than ever. Thus, sports sponsorship is currently one of the most utilized marketing strategies. Global sport events reaching billions of people all over the world enable companies to reach their customers worldwide through sponsorship deals. Sponsors view sports properties as excellent and effective vehicles that facilitate mass marketing

through the media outlets and lead to the frequent purchases of their goods and services. The existing literature on sport sponsorship offers a myriad of studies, however, only very limited of these are dealing with sport sponsorship in emerging nations. Emerging nations are the countries that are investing in the capacity that is more productive. They are moving away from their traditional economies that have relied on agriculture and the export of raw materials. As a result, they are rapidly industrializing and adopting a free market or mixed economy. Most of the leaders of emerging countries want to create a better quality of life for their people. It is evident that decision makers or investors in emerging nations tend to use sport as one of the tools for reaching their social, economic, cultural, political, technological or environmental goals. By doing so, their countries also gain international prestige. This research examines the sport sponsorship management process from different stakeholder perspectives (namely, sponsor, sponsee and agency) in an emerging nations context. It seeks the answers to the following questions: What are the contextual factors, and how do they impact the sport sponsorship management process? What are the critical success factors and barriers in sport sponsorship management, and how do they differ from emerged nations' contexts? This research utilized semi-structured interviews with 18 experts representing different organizations such as the sponsors, sponsees and agencies. The semi-structured interview technique is a predetermined mutual and interactive communication process for a specific purpose, based on the method of asking questions and getting answers. Once collected, transcribed, and formatted appropriately the data underwent coding. The coding was facilitated via the use of a qualitative data analysis software Maxqda. This allowed for greater management and organization of the data as well as analysis. More specifically, both inductive coding (i.e., that is the creation of codes as they emerge from the data) and deductive coding (based on the existing literature), was undertaken collaboratively. According to the findings obtained within the scope of the research, it was determined that the leading organizations involved in the sports sponsorship management

process are sponsors, sponsees and sponsorship agencies. However, although sponsorship agencies perform some essential functions in the sports sponsorship management process, it has been observed that these organizations are not an indispensable part of the process due to various reasons. The relationships that stand out in this process are reduced to three primary contexts: the relations between sponsor-sponsee, sponsee-sponsorship agency, and sponsor-sponsorship agency. Within the scope of these relationships, the parties interact with each other in two directions. In other words, the parties mutually offer certain rights to each other and gain various gains in return for these rights. Within the scope of these relations, when determining what the parties offer each other, only interviews were used, and codes were determined with an inductive approach. Under each relationship mentioned above, three codes have been defined and examined, respectively. In the analysis of the findings, firstly, the relations between organizations will be defined, and the rights they offer to each other and the gains they have achieved will be examined. The model we have created based on the findings we have obtained within the scope of the research is visualized, and what the parties offer each other according to this model is stated.

PARIS SAINT-GERMAIN: MYTH AS A BRAND LEVER

Amr Alem

ESSEC Business School, France

Brand Finance's 2021 annual report estimated the total brand value of the top 10 football clubs at over \$13 billion, over four times the \$3B recorded in 2011. This exponential increase is an expression of sport organizations' growing focus on their own image. Building, managing, and promoting their brand now seems to be the other match to which football clubs have committed themselves, with the aim of making it a lever for creating financial and symbolic value. The purpose here is to analyze the marketing process conducted by

PSG at the sole basis of its myth since its transition to Qatar Sports Investments, in 2011. We will first review the literature on brand management research in professional football clubs before discussing the theoretical framework, illustrating it with a case study of the PSG football club. The question then arises as to the contemporary interest of this research: Why should we be interested in the myth of Paris Saint-Germain? Because it is the club with the highest increase in terms of brand value, going from €70M in 2011 to more than \$1B in valuation in 2021 (according to Forbes), reflecting strong results both in and off the pitch:

- Sporting results: Seven times French champion since the 2011-12 season

- Brand evolution, commercial and communication aspects: A high occupancy rate (98%) and attendance (46.835 spectators/match on average) the largest in Europe, with 90,3 million fans on social networks as of 01/10/2021 (7th in the world ranking), and finally among the best clubs (6th in the world ranking) in terms of sales with nearly €636 million in revenue, including €363 million for sponsorship & merchandising, €156 million for TV rights, and €116 million for ticketing (Deloitte, 2020). As such, we will look at the way PSG has evolved from a sports association to an international brand based on the myth it carries within itself. On the basis of this framework, the research question to which this work envisages providing answers is formulated as follows: In what way, and according to what strategic and operational management model, could the concept of myth be considered as the main lever of PSG brand? With this aim in mind, the PSG brand construction will be analyzed in the light of the concept of myth, based on the central work of Barthes, Mythologies. Then we will examine the club's marketing strategies that make this myth real on the "field" by focusing on the visual, discursive, and physical elements that give substance to its identity and its story. The treatment of data responds in this article to a double logic. The first one is qualitative and consists, in particular, in a semiotic criticism of the symbols and language elements that shape PSG's brand mythology. The second one is quantitative. It

concerns the 2008-2020 period and incorporated data analysis of Paris Saint-Germain's revenues gathered from DNCG reports, its brand value evolution with data given by Brand Finance reports, and its social media presence between 2014 and 2020, on Facebook, Twitter, and Instagram, compared with the European Top 10 clubs, thanks to rankings established by Global Digital Football Benchmark.

VALUE CREATION, UNDER-MARKETING, AND ANTI-MARKETING OF WOMEN'S SPORT: A CASE STUDY ANALYSIS OF WOMEN'S FOOTBALL IN THE UNITED STATES

Tarlan Chahardovali¹ and Joshua I. Newman²

¹University of South Carolina, United States of America; ²Florida State University, United States of America

Despite past challenges and exclusionary practices that limited women's involvement in football for decades, social barriers to women's participation are finally breaking in many parts of the world. In particular, the demand for women's football is growing at a rapid pace. For example, the final match of the women's 2022 European Championship between Germany and England drew nearly 90,000 fans which was an attendance record for any UEFA tournament, including the men's games (Naidu, 2022). In the United States, the Women's National Team (USWNT) has been far more successful than the men's team (USMNT), and the National Women's Soccer League's (NWSL) television ratings are mounting while the Major League Soccer (MLS) is struggling to keep up (Yoesting, 2022). However, despite the growth of the women's game, research into the marketing of women's football has been negligible (Ellis & Leopkey, 2018) and the limited research has mainly explored the intersection of feminist themes in the marketing of the sport (Henderson & Zhang, 2019). To that end, the current study aims to expand the literature on the marketing of women's football by examining the ways in which

the sport's governing bodies in the United States—through their various policies, public relations, and legal statements—failed to maximize value creation in the women's game and under-valored the brand image and the value thereof. To this end, we introduce two concepts to the sport marketing research literature: anti-marketing and under-marketing. We draw upon a case study analysis to empiricize the ways in which marketing practices and narratives engaged by major U.S. football organizations purposefully failed to create value for the women's product in the consumer market. A case study of this type is considered an appropriate method of inquiry as it allows researchers to develop a deeper understanding of a social phenomenon where they have no control over the setting under study (Yin, 2013). As such, we focus on two specific aspects of the U.S. professional women's football industry: the NWSL management's response to recent scandals pertaining to coaches' abuse of power in the league, with the second case focusing on the 2019 gender discrimination lawsuit between the United States Soccer Federation (USSF) and the USWNT. Consequently, we show that sport governing bodies in charge of growing the women's game—through their public statements and business practices—undervalued the product of women footballer's labor both in financial and social terms. Consequently, we conclude that both the USSF and NWSL essentially engaged in anti-marketing and under-marketing efforts by damaging the women's football brand within the consumer marketplace through their public/legal statements and failures to protect players and instead outsourcing marketing responsibilities to women athletes themselves. In addition to expanding the literature on marketing in women's sport, this study reveals the ways in which powerful actors within the sport industry ultimately create the conditions that work against the marketability and growth of the women's game.

IMPACT OF COVID-19 MEASURES AT JAPANESE PROFESSIONAL BASEBALL GAMES IN TIMES OF COVID-19: THE MEDIATING ROLE OF AFFECTIVE RESPONSE AND THE MODERATING ROLE OF COVID-19 CONCERNS

Yasuhiro Watanabe¹ and James. J. Zhang²

¹*Hiroshima University of Economics, Japan;*

²*University of Georgia, United States of America*

In 2022, professional sporting events are slowly getting back to normal. While the restrictions of cheering to team or player imposed due to COVID-19 are gradually being eased in western countries, the restrictions are still unlikely to be lifted in Japan. The guideline of Nippon Professional Baseball Organization (2022) suggest that event organizers and spectators should pay attention to “restrict and guide the number of attendees to secure the distance between them,” “loud conversation and cheering, and alerting and limiting cheering with shoulders.” That is, sport organizers must follow relevant mandates for social distancing, masking, congregating, disinfection, and responding to confirmed by cases of COVID-19. These result shows that reducing health risk is a key strategic point for bringing spectators back to stadiums/arenas. In order to attract spectators to attend events, event organizers and marketer need to concentrate on improving perceptions of safety and reducing their anxiety by focusing risk reduction. Considering current social issues, it appears apparent that more empirical investigations are needed on customer expectations and perceptions of servicescape at ballparks. Yet, despite professional sport events has held during pandemic and forced to change the event operation, it is not clear how consumers of any spectators would react. Therefore, concern with the recent COVID-19 trouble, the current study will provide empirical evidence to COVID-19 measures factor, affective response, and behavioral response regarding the Japanese leading stadium context during COVID-19. The research framework proposes an integrated model that leverages the S-O-R and crisis management framework to

explore spectators' decision-making processes during COVID-19 context. The crisis management concept is a conceptual framework for all aspects such as crisis preparation, prevention, response, and recovery (e.g., Coombs & Holladay, 2010). Of particular relevance to the present discussion is the potential influence of perceived servicescape on the stadium behavior of spectators during the COVID-19 crisis in relation to spectators' decision process. Whereby, during COVID-19 induced risk perception will likely influence spectators' behavior whether they decide to comfortable stay at the stadium, re-attendance, and other actions. Data were collected in the Mazda Zoom-Zoom Stadium, home to the Hiroshima Toyo Carp, a renowned professional baseball team based in Hiroshima in 2020 and 2021 as cross cross-sectional data. The reason for the cross-sectional data is that the data collection is at the end of the season and is dominated by spectators who have visited the stadium many times. The result revealed that spectators' COVID-19 concerns played an important moderating role in the relationship among spectators' affective response and behavioral intentions in 2020. On the other hand, it could not confirm the moderation effect in 2021. Of particular relevance to the current discussion is the potential impact of perceived risk on spectators' behavior during or post COVID-19. It's clear that many sport fans feel anxious visiting stadium/arenas. Whereby, induced COVID-19 concerns will most likely influence spectators' decisions before they decide to attend to the event, as well as post-decision, influencing their decision whether to stay and re-patronage to the event.

IMPLICATIONS OF BIG NAME FOOTBALL TRANSFER: THE CASE STUDY OF TURKEY

Mücahit Fişne¹ and Ali Hasaan²

¹Sivas Cumhuriyet University, Turkey; ²NFC Institute of Engineering and Technology, Pakistan

Athlete transfer is very common activity in football whose main reason is to fulfill the talent gap in the team. In recent years however, there are many transfer

activity occurred in Turkish leagues whose affect was felt beyond the sporting grounds. For instance, Radamel Falcao transfer to Turkish football club Galatasaray was labeled as "Galatasaray's money was burned in Falcao's transfer". This is not only the case in Turkish league. For instance, signing the big name is a common tool to boost marketing activities of a club is not a unique practice now. For instance, Real Madrid FC Galácticos idea was to cash club players' image (Callejo & Forcadell, 2006). Also, Celebrity athletes such as Gareth Bale, David Beckham and Cristiano Ronaldo are some examples of how athletes play a vital role on the overall success of the teams and associated brands and product (Agyemang, 2011). In this scenario, it is mentioned that football transfer not anymore only depend on sport base (Hasaan et al., 2018). Therefore, this study aimed to understand the implications of the transfer decision of big names in Turkish league. For that purpose, a qualitative study was conducted with 23 professional Turkish league 1 and 2 football managers, sport journalists, professional football players and club marketing teams. The result of the study indicated three major directions that occurred when a big name transfer happened to the Turkish league. The findings of the study indicated that a big name transfer benefited personal brands (athlete and manager), team brand (directly and indirectly), and sponsor brands. When a big name transfer occurred, the athlete increase its marketing territory and thus enhance his brand persona into a new location (i.e., country). Furthermore, it was revealed that a big name transfer helps Turkish managers' brands as well. For instance, experts identified the transfer as a PR campaign of Turkish managers. Turkish football managers that are less known in top leagues of football use big name signings to promote their image and brand among top European leagues. The big name transfer also contributed in team branding. Big names when arrives in Turkish teams caused a marketing stunt which help Turkish teams branding efforts. A big name transfer could help to enhance the team brand either directly, by contributing on-field and winning, or indirectly, by contributing in revenue increase via shirts ticket sales.

The third implication of big name signing is enhancing sponsors brand. A celebrity attachment to a product as an endorser increases the sale of that product. The study also highlighted the practical implication and future direction for the academia.

CORPORATE SOCIAL RESPONSIBILITY (CSR) PARTICIPATION INTENTION AMONG SPORT FANS WITH VARYING PSYCHOLOGICAL CONNECTION LEVELS TO A SPORT TEAM

Young Suk Oh¹, Skye G. Arthur-Banning², Weisheng Chiu¹, and Jungah Choi²

¹Hong Kong Metropolitan University, China;

²Clemson University, United States of America

Sport fans are heterogeneous, varying from casual fans to committed season ticket holders, each having a unique value to a sport team. The expectations and contributions toward a sport team are not always alike due to the perceived level of connection and involvement each dedicates as a sport fan (Quick, 2000). In leisure and sport literature, scholars have used the Psychological Continuum Model (PCM), a conceptual framework to understand sport consumers' psychological connection to a particular sport. The PCM comprises four stages (i.e., awareness, attraction, attachment, and allegiance), with fans in the awareness stage having the lowest psychological connection to a sport team. Previous studies examining the PCM have revealed a significant difference in fans' actual behaviors, such as sport consumption via television (Doyle et al., 2013) and attendance frequency (Inoue et al., 2017). This study focuses on fans' behavioral intention, particularly corporate social responsibility (CSR) participation intention. Specifically, the study examines if sport fans' awareness of and beliefs regarding a sport team's CSR initiative would influence their willingness to participate in the team's CSR program. The study adopted a scenario-based design (i.e., high and low CSR conditions) to manipulate participants' per-

ceived CSR levels. A Qualtrics questionnaire was administered, and the survey was distributed through the CloudResearch platform for data collection. A pilot test was conducted with 30 current NBA fans to verify whether the study participants perceived the two scenarios differently. For the main study, 716 participants were randomly assigned to one of the two CSR conditions. In addition to a series of data cleaning processes, potential multivariate outliers were screened, leading to a total of 560 cases for analysis. A one-way ANCOVA was performed using the general linear model (GLM) univariate procedure in the SPSS software for the main analysis. Based on the GLM results, there is a statistical difference in CSR participation intention between the two CSR conditions for all PCM levels. In other words, when fans are aware of a sport team's philanthropic engagement, it increases their likelihood of getting involved in the team's CSR program. In terms of CSR participation intention across participants' PCM levels, interesting results were found, especially for participants in the attraction group. Specifically, participants categorized in the attraction stage of the PCM had no significant difference in CSR participation intention in comparison to the attachment group in the high CSR condition. However, they significantly differed from the attachment individuals in the low CSR condition, which indicates that fans in the attraction stage of the PCM are susceptible to environmental stimuli (Funk and James, 2001). The current study also found no differences in CSR participation intention between the attachment group and the allegiance group for both CSR conditions. The findings, as well as study implications, will be further discussed.

FURTHER VALIDATION OF THE SPORT TEAM IDENTIFICATION SCALE: AN EMPIRICAL COMPARISON WITH THE SPORT SPECTATOR IDENTIFICATION SCALE

Yannis Lianopoulos, Nikolaos Tsigilis, and Nicholas D. Theodorakis

Aristotle University of Thessaloniki, Greece

The investigation of peoples' tendency to identify with sport teams has been at the forefront of studies aiming to analyze sport fan behavior. By using the Item Response Theory (IRT) as an analytical framework, the purpose of the present study was to further validate the psychometric properties of a newly developed instrument, which has been tested only in one study, named Sport Team Identification Scale (STIS; Tsigilis et al., in press). Also, the study aims to empirically compare STIS with the most widely used scale for assessing sport team identification (STI) (i.e., the Sport Spectator Identification Scale; SSIS; Wann & Branscombe, 1993). STI concerns the psychological connection between an individual and his or her favorite team (Wann & Branscombe, 1993). Because of the popularity of this construct, authors have called for the development of STI instruments which can overcome shortcomings detected in existing multidimensional and unidimensional scales (Lock & Heere, 2017). For instance, the SSIS has been criticized with respect to its psychometric properties and connection to theory (see Lock & Heere, 2017; Theodorakis et al., 2016). To fill this gap, based on Social Identity Theory (SIT; Tajfel & Turner, 1979) and IRT premises, Tsigilis et al. (in press) developed the 10-item unidimensional STIS. The vast majority of research supports that STI is a form of social identity. According to SIT, individuals' feelings, attitudes, and behaviors are also affected by the social groups (e.g., sport teams) with which they are feeling strong psychological connection (Tajfel & Turner, 1979). An online questionnaire was uploaded in a Greek sporting website. The sample was consisted of 4851 participants. After participants targeted their

favorite sport team, they completed the two identification scales (i.e., STIS and SSIS), along with the BIRG scale (Trail et al. 2003) to examine scales' concurrent validity. The Graded Response Model was used to analyze data for both scales. In terms of discrimination both scales yielded satisfactory values. SSIS items difficulties ranged from very low (e.g., -3.28) to a about half standard deviation above the average. On the other hand, STIS items difficulties ranged from low (e.g., -2.82) to one and half standard deviation above the average. The marginal reliability index was .926 for STIS and .839 for SSIS. Finally, STIS predicted significantly higher BIRG ($b=.577$) in comparison to SSIS ($b=.519$). The results of the current study further support the psychometric properties of the STIS, which have also found to be stronger when compared to those of the SSIS. As the STIS is a theoretically driven instrument, its utilization could assist in avoiding the misinterpretation of research findings when using STI scales without clear theoretical basis (Lock & Heere, 2017). Future studies could also verify the appropriateness of the STIS in other populations and cultural contexts.

UNDERSTANDING THE CRICKET CRAZE IN QATAR VIA THE THEORY OF PLANNED BEHAVIOR PERSPECTIVE

Qamar Sadiq Khan¹, Umer Hussain², and Kamilla Swart¹

¹Hamad Bin Khalifa University (HBKU), Qatar;

²Ripon College, United States of America

Cricket is considered the second most watched sport in the world, with 2.5 billion fans (Beyer, 2022). However, cricket remains primarily famous in the commonwealth countries (e.g., India, Sri Lanka, and Pakistan) that were colonized or were dependent on the colonies of the former British empire (Majumdar, 2008). In recent years, cricket has become increasingly popular in the Middle Eastern region. For instance, the international teams from Qatar, Bahrain, and UAE have made their mark in the international

arenas. Cricket becoming famous in the Arab world might be due to the increased mobility of South Asian migrants going for work in the Middle East or due to global media coverage. Nevertheless, there remains a dearth of scholarship about understanding South Asian descent fans (i.e., those who are born in the Arab world) intention to consume cricket. The purpose of this study is to explore cricket consumption intention among the South Asian diaspora who were born in Qatar through the lens of the theory of planned behavior (Ajzen, 1985, 1991). Ajzen's (1985, 1991) theory of planned behavior holds that attitude, subjective norms, and perceived control behavior can predict a person's intention to consume/participate in the social phenomenon. In this study, following Ajzen's (2019) recommendations, we are using a mixed-method (i.e., sequential exploratory design) approach to explore the South Asian descent diaspora's intention to consume cricket in Qatar. In study 1, we collected 12 semi-structured interviews with cricket athletes of South Asian descent in Qatar. Based on Study 1 results and previous scales, we have developed new scales to test the theory of planned behavior in the current context using a cross-sectional research design in Study 2. While Study 2 is currently ongoing. The study 1 results unveil that subjective norms, such as cultural nostalgia of the family, can influence South Asian descent fans' intention to consume cricket in Qatar. Further, we found that participants were trying to use cricket as a means of self-empowerment and establishing their unique identity in the Arab world. This study contributes to limited knowledge detailing the South Asia diaspora community's sport consumption intentions outside their home country. Further, this research will add to the general understanding of migrant fans' sports consumption behavior outside their home country.

IDENTIFYING UNIQUE BRAND ASSOCIATIONS FOR A WOMEN'S MAJOR SPORT EVENT

Max Maddocks-Henderson, Michael Naylor, and Mel Johnston

Auckland University of Technology, New Zealand

With the known positive impact that brand associations have on consumer behaviour, growing the field of knowledge that sports teams have on brand associations can help to develop team image, awareness and revenue (Ross et al., 2006). On top of these highly beneficial impacts, sports teams can also create favourable brand images and reinforce positive brand associations that already exist. Research in men's sports has shown that brand associations are positively related to consumers' behaviours, attitudes and team identification (Wear & Heere, 2020). However, these observations have only been gathered through research on men's sports. There is a need for growth in the understanding of how consumers perceive women's sports brands (Lobpries et al., 2018). In reflection on the social, historical, and economic difference between male and female sports, recent research has looked to investigate how consumers may hold unique associations with women's sports teams (Doyle et al., 2020). The findings of this research differ from those of male-focused studies, in that not all associations are positive. It is suggested that consumers' perceptions of women's sports brand are influenced by well-known inequities that women's sports face (Doyle et al., 2020). On the other hand, three newly identified positive associations: 'diversity and inclusion', 'role models' and 'new opportunities' provide marketing managers with some useful information on how they can promote women's sport. Another identified gap in brand association literature is within a sports event context. Previously researchers have focused on specific teams or competitions, however, studies exploring branding around sports events is a significantly underdeveloped field. This research helps to fill some of these gaps by exploring brand associations within the context of a major women's

sport event; the Women's Rugby World Cup, hosted by New Zealand in 2022. The identified gap in brand association studies around a women's sport event represents an opportunity to gain insights in this context. Data collection for this research will take place in two stages. The first stage will be an online screening questionnaire where participants will be asked to answer a series of questions relating to their level of fandom, before completing a free-thought listing. A free-thought list is a mental inventory of items an individual thinks of within a given category (Quinlan, 2019). Free-thought listing is a commonly used method for data collection within brand association literature, and is highly valued due to its ability to elicit instant

thoughts and responses (Keddem et al., 2021; Quinlan, 2019). Survey participants will be prompted to write a free-thought list with "what comes to mind when you think of the Women's Rugby World Cup?". The screening questionnaires will then be used in the selection of interview participants to ensure individuals with varying levels of fandom are interviewed. Semi-structured interviews will be used to explore the brand associations identified through the free-thought listings, as well as how these associations were developed. Interview data will be analysed using reflexive thematic analysis, with results presented at the WASM 2023 Conference.

ANALYZING THE SPORT MANAGEMENT SCHOLARS IN GOOGLE SCHOLAR

Hamid Ghasemi¹, Benoit Séguin², and Nazanin Rasekh³

¹Payame Noor University, Iran; ²University of Ottawa, Canada; ³Sport Science Research Institute, Iran

Google Scholar (<http://scholar.google.com>) provides different information about sport management scholars and their scientific results with an opportunity to be seen internationally (Yazdani et al., 2015). Sport management as a young discipline need regular assessment of scholars and their scientific results in order to development (Ghasemi et al., 2020; López-Muñoz et al., 2003). The Google Scholar Database enables the identification of sport management researchers from around the world (Rahbarinejad, 2021). So, the general question for researchers was what is the status of sport management professors and their scientific achievements in the Google Scholar database? The purpose of this study was to analyze the situation of all 662 researchers in July 2021 from around the world who introduced sport management as one of their research areas in Google Scholar. The research method was descriptive and documentary. The data collection tool was including information about sport management researchers in terms of academic affiliation, academic rank, gender, country and the like. The findings showed that 66 scholars were full professors, 72 were associate professors, 123 were assistant professors, 23 were lecturers and 378 were freelance researchers or students. The largest number of them were from Asia with 225, followed by the Americas with 187, Europe with 163, and Australia with 31 and Africa with 26. Most of them (499 people or 75 %) were men. The highest number of citations (about 37,000) is related to a female researcher from the United State. The second person with a relatively large

difference is an American man about 14,000 citations and third American scholar man had about 12,000 citations. The rest have less than 10,000 citations, and 73 people had between 1,000 and 10,000, and 192 people had between 100 and 999 and the rest of them (392 people) had less than 100 citations. Among the scholars, 450 people introduced their main and first specialties as sport management, and the remaining 212 people introduced sport management as their second and later specialties. Also 163 people had only one specialty (sport management), and the rest introduced other specialties in addition to sport management. In addition, 98 people introduced sport management as their second specialty and 63 people as their third specialty and 91 people in the fourth and lower ranks introduced their specialization with sport management. Among scholars, 523 people, their first and most citations of their scientific achievement (such as article or book) was dedicated to topics related to sport management. However, 4 people did not submit any scientific achievements and 34 people could not identify the subject of their first scientific achievements. A total of 61 sport management researchers at Google Scholar did not have first scientific achievement (highly citations) about sport management. Also, the first scholar with most citation was among these people. Scientific achievement in this group is often from areas such as sport exercise or completely non-sports topics. The United States with 138 researchers has the largest share among other countries. The field of sport management is a relatively young field compared to other sport sciences trends; for this reason, the number of citations in other trends, such as exercise physiology, is about 160,000. Also, the number of citations in a field such as management is about 200,000. Therefore, sport management researchers should be compared only with experts in their field and in the relevant field. In order to develop the sport management discipline and better situation for their scholars, the sport management scholar could recognize together

and to improve inter-university and synergistic activities in this field. As the findings showed, some scientific achievements do not have a high citation on the subject of sport management. In this regard, the ranking created by Google for researchers based on the number of citations can be associated with a slight error to accurately identify the researchers with the most citations to sport management topics. Finally, in order to achieve the real position of sport management scholars, more synergy is needed for scientific achievements and academic exchanges.

RETHINKING SPORT LEADERSHIP KNOWLEDGE: AN INSIGHT ON THE CURRENT STATE OF SPORT MANAGEMENT AND BUSINESS COURSES IN HIGHER EDUCATION

Majd Megheirkouni

Abertay University, United Kingdom

The development of the sports discipline requires focusing on two streams of research: one that tests the application of the theories required derived from other fields of research, and one that is derived from the sport setting. There are no absolute truths and no general panaceas to fill the gap between theory and practice regarding leadership in sport. However, although little research has been published about this topic within the academic discipline of sport, a careful review of the literature reveals that much more is known about this topic than is usually acknowledged. Consequently, this study aims to understand the factors influencing the effectiveness of sport management/business programmes if our aim is to prepare future sport leaders. This will be by exploring how sport academicians distinguish between the concept of sport management and the concept of sport leadership due to the lack of clarity in terms of the contributions of sport management/business programme for preparing future leader. A qualitative method was adopted for this study. The results revealed that the factors influencing

the effectiveness of present sport/business programmes are role-specific experiences; behaviours and capabilities requirements; the lack of specialised leadership programmes; and institutional-cultural forces.

CONTENT ANALYSIS OF THE TOP BOOKS IN THE SPORTS GENRE

Amin Salimi, Mina Mallaei, and Hamid Ghasemi

Ministry of Science, Iran

Mass media are one of the main factors of change in society and they are mentioned as a special tool to change people's attitudes and create awareness of the new concept. Today's society is selective and each viewer acts differently according to their attitude and experience in using the media (Dehunde & Patil, 2016). What influences the publication, sale and reading of a book by the audience is its genre. Genre is a French word. The term has been used since ancient times to classify art in its various forms and has played an important role in the classification and evaluation of literature (Joey, 2006). The social, romantic, horror, emotional, imaginative tragedy and sports genres that are the subject of this research. Each genre refers to a set of common features that make it possible to categorize different forms of artistic expression or cultural product (Edgar & Wake, 2008). The purpose of this study was to review the top books of the sports genre in the world and analyze its content. The method of this research is quantitative, in terms of descriptive strategy, in terms of practical purpose and in terms of data collection, documents that content analysis method has been used to do it. Based on this, the Amazon bookstore site was selected as the research sample. The statistical sample included the top 100 fiction books in the sports genre in terms of sales, which were selected in April 2020. Descriptive data analysis was performed using mean, standard deviation and frequency percentage and its inferential analysis was performed using SPSS18 software. Results show that 94% of the books were published between 2016-2020.

43% of the books have sports names. The cover design of 42% of the books has a sports image (the main character of the story along with sports items or sport places). The most covered sports are hockey, American football, soccer and baseball. 77% of the books are related to sports. 81% of the first characters of the books are men and 19% are women. The average number of book chapters is 27 and 56% of the chapters are named after a character in the story. 77% of books have prologue and 36% of the books have Epilogue. 53 authors in the top 100, 5 are male and 48 are female. The author of 77% of the books is from the United State and also 53 present authors, 48 authors specialize in the romance style. 81% of the books are part of a series and 19% of the books are independent. Understanding the interest and desire of the audience is one of the main factors in creating a successful work. Cover design from the field of form, list and chapters from the field of structure, name of books, sport and gender coverage from the field of content are the most important categories in creating a sports work. Writers and publishers can try to create works and books in the sports genre by recognizing the needs of the audience, as well as modeling the way and methods of top and successful international writers, and make changes in the attitude of people in society towards sports.

THE FUTURE IS NOW: SKILLS STACKING AS CURRICULUM DESIGN FOR SPORT MANAGEMENT IN THE FOURTH INDUSTRIAL REVOLUTION

Anneliese Goslin, Darlene Kluka, Lj Van Zyl, and Leepile Mothlaolwa

University of Pretoria, South Africa

The Fourth Industrial Revolution (4IR) can be described as a thunderstorm arriving with little time to prepare. Some industries can face the challenge, while others do not even know a storm is brewing. The 4IR has become a prominent buzz word in management and policymaking since 2016. 4IR will change all sectors of society, affects how people live, work, play and

govern. Sport managers must be prepared for employment in a 4IR economy that requires innovative approaches. In preparation, curriculum design for sport management programmes must reflect the shift. Several researchers devoted attention to the practical implications of 4IR in the sport industry. The work of Belal (2020), Cleophas (2019), Reiss (2019), and Devocioğlu (2017) is notable. Industry reports from the World Economic Forum on Cybersecurity of Olympic Sports (2018) and the Deloitte Report on the Internet of Things (IoT) in Sports (2018) add to the body of knowledge. Studies on the influence of 4IR on sport management curricula are, however, lacking. This qualitative, exploratory desk research study integrated the principles of lean management and curriculum design as a theoretical framework. The study aimed to explore the value of Skills Stacking as flexible and reconfigurable curriculum design for an employable 4IR sport management workforce. Skills Stacking, as a curriculum design approach, provides alternative education pathways to 4IR workforce development. The demand for human knowledge and skills will not decline. According to the World Economic Forum (2018), 75 million current jobs will be displaced due to the 4IR, while 133 million new jobs will be created demanding skills like mental elasticity, complex problem solving, people and robotic skills, and interdisciplinary knowledge and application. Curriculum developers must prepare sport managers for 4IR employment, as block chain sport project managers, fan engagement specialists or smart sport data analysts. Lean management and curriculum design theory aims to produce a product (sport management curriculum) that prevents waste of human resources and provides value to the customer (sport industry). In a 4IR sport management curriculum context, the sport industry segment dictates curriculum. Curriculum designs must be flexible and reconfigurable to prevent wasting human potential in the value chain of dynamic sport management. (Sony, 2018). Skills Stacking could be a viable option for sport management curriculum design. Human capacity development ecosystems can link sport management graduates to produc-

tive careers. Challenges to implementing Skills Stacking in educational institutions were identified and discussed.

LEADERSHIP STYLES IN SPORTS MANAGEMENT: STUDY OF THE EFFECTS ON THE MOTIVATION OF SPORT TECHNICIANS IN PORTUGUESE MUNICIPALITIES

André Dionísio Seginando and Mário Coelho Teixeira

Universidade de Évora, Portugal

Scientific knowledge about leadership and its importance in the success of sport management remains a topic widely explored by science (Peachey et al., 2015). Regarding the importance of sport management in sport organisations in general (Gammelsaeter, 2020), and in municipalities in Portugal (Machado et al., 2020; Teixeira, 2019; Teixeira & Ribeiro, 2016), there remains a need to continue studying this phenomenon to better understand the role of leaders and their behaviours, as well as their competencies (Joaquim et al., 2011; Miranda et al., 2017) in the development of people in organisations. Regardless of the context of intervention, organisations are composed of a group of people around the achievement of common goals (Paais & Pattiruhu, 2020), and it is currently undeniable that good leadership is a differentiating factor capable of promoting healthy working environments while achieving the desired results (Jensen et al., 2019; Yukl, 2012; Yukl & Mahsud, 2010). This study aimed to analyse and assess the relationship between sport management and leadership and the effects on the motivation of sport technicians in Portuguese municipalities, based on the leadership styles and respective behaviours of the current municipal heads of sport services. The research followed a deductive approach of a descriptive quantitative nature, focusing on 302 of the 308 municipalities in Mainland Portugal, the Autonomous Region of the Azores and

Madeira (98% representativeness). Data were collected between November 2020 and February 2021 using closed-response questionnaires, with a 5-level Likert-type evaluation scale and a total of 443 answers were obtained, which were subsequently analysed using descriptive and inferential statistical techniques. The results allowed us to identify the profile of the professionals working in the management of municipal sports, with the majority being male, aged between 40-49 years and with a degree in physical education and/or sport. Only 10.0% (n=32) have basic training in sports management. Most of the municipal heads of sport services are also male, aged between 40-49 years and have a degree, but not in sport (55.2%). Only 0.8% (n=10) have basic training in sports management. Both groups recognise the importance of training in sport management in leadership and in improving the skills to work in sport management. About the perception of the predominant leadership style, there is recognition between groups and the Democratic leader type was identified. However, there are significant differences between coaches and managers in terms of the perception of the different leadership styles and the type of motivation (intrinsic and extrinsic). The characteristics associated with the transformational leadership style were also widely perceived as essential to achieve leadership excellence in sports organisations and in sport management. The data collected show that there is an influence depending on the behaviour of the leaders and the perception of the followers in the leadership processes, while there is also an influence on motivation depending on the leadership styles and behaviours adopted by the leaders.

KICK-OFF FIFA 2022: MEASURING SPORTS AND EVENT MANAGEMENT STUDENTS' ENGAGEMENT DURING COVID-19 IN QATAR

Shaheema Hameed Kunhimon¹, Girish Nair², Swati Prasad³, and Richelle Arugay¹

¹Aspire Academy for Sport Excellence, Qatar; ²ARIU in partnership with University of Derby, Qatar;

³Josoor Institue, Qatar

This research study measures the engagement level of sports and event management students of Qatar in the light of the COVID 19 pandemic. In December 2010, Federation Internationale de Football Association (FIFA) announced Qatar as the upcoming venue to host the mega event-the FIFA 2022 World cup (Al Emadi et al., 2016). Qatar, which has one of the highest GDPs in the world (World Bank, 2016) is now gearing up and is making concerted efforts to deliver an unforgettable experience to stakeholders (Al Emadi et al. 2016). This includes boosting the local student body to develop key competencies which is part of the Qatar National Vision 2030 (Government Communication Office, Qatar, 2020). Academically, sports programmes fall under the purview of the Physical education and applied sciences (Kerr, 2003). Academics related to sports and event management is peculiar because of its diversity as a discipline. Sports and event management incorporates and includes skills in the fields of management, marketing, accounting, communication, human resources, finance, logistics, social sciences and leisure, recreation, and physical education as a hybrid area of study (Love, 1993; Sutton 1989). However, sports programmes are highly reliant on outdoor activities, team building sessions and experiential learning. Integration of university learning with practical experience on-the-job advances the understanding of work background among students. This practice is traditionally recognized by a number of words, such as experience in the field (Bogo & Globerman, 1999), placement (Ellis, 2000), or placement at work (Schaafsma, 1999) and is an essential component in sports and event management education

which leads to higher student engagement. The more learners involved in engaged learning, the more effective they will be (Harboura et al., 2015). With the onset of the pandemic, students of this discipline have faced hurdles as safety norms dictate social distancing and decreased human contact, which was an essential in sports and event management. The student body is a segment of progressive society that bears the brunt of disruptions such as caused by the COVID 19 (Schleicher, 2020). The current student body belongs to the Generation Z, a generation that is noted for its uniqueness in technology dependence, 24*7 connectivity, and diversity tolerance (Chillakuri & Mahanandia, 2018; Hameed & Mathur, 2020). In addition to these unique traits, Generation Z constantly seeks reassurance and validation from teachers/mentors (Seemiller & Grace, 2016). The Teacher student relationship is a deciding element in student engagement (Eccles & Wigfield, 2002; Gablinske, 2014; Pianta et al, 2009). This study is exploratory in nature and assesses the plausibility of the construct on student engagement. To this effect we study 2 research questions. RQ1: how has the COVID 19 affected the learning experience of sports and event management students? RQ2: what is the influence of Teacher student relationship on student engagement? In this study, we posit that Teacher Student relationship positively influences Student engagement. We also posit that Intellectual Capability and Teamwork (Peers) positively influence Student engagement. FIGURE 1: The proposed conceptual model. The following hypotheses were then framed. H1: Teacher Student relationship is positively related to Intellectual Capability. H2: Teacher Student relationship is positively related to Peer Teamwork. H3: Intellectual Capability is positively related to Peer Teamwork. H4: Intellectual Capability is positively related to Student engagement. H5: Peer Teamwork is positively related to Student Engagement. H6: Teacher student relationship positively influences Student Engagement. Mixed methods research design was followed for this study. To assess RQ1, a qualitative analysis of data collected from 4 focus group discussions consisting of 5 participants each was analyzed using content and thematic

analysis. To assess RQ2, the survey instrument was adapted from (Kember & Leung, 2011). A quantitative research design is employed using Structural Equation Modeling with Partial Least Square Technique. A questionnaire-based survey will be undertaken with 400 sports and event management students (Generation Z) of Qatar. Tentative findings (work is ongoing) reveal a positive influence all constructs on Student engagement. The results of this study will contribute to the existing body of knowledge in many ways. Firstly, by assessing the engagement level of sports and event management students, educational institutions will have a practical framework of improvising and tailoring specific courses to meet existing gaps in curriculum- teaching delivery framework. Second, this research develops and validates a model of integrating 4 distinct and valid scales to measure the student engagement level in the pandemic scenario. To our knowledge, this study is the first to test engagement levels of sports and event management students while also testing the direct effect of teacher- student relationship on Student engagement. The present study also extends and empirically validates a parsimonious yet wide-ranging model that demonstrates how intellectual capability and Peer Teamwork influence engagement of sports and event management students. While the theoretical implications of this study add to the body of knowledge, the practical implication would help the education providers to fine-tune the system of education to deal with future eventualities.

GLOCALIZATION AS AN EMERGENT FIELD IN SPORT MANAGEMENT

Roger Brinkmann and Ary José Rocco Júnior

University of São Paulo, Brazil

The sociologist, professor and theorist of globalization, Roland Robertson was one of the pioneers to defend the hypothesis that local cultures also influence globalization, contrary to what was being discussed in the academic field that globalization was annihilating

local cultures. The knowledge that the theorist had about Japanese society made it possible to discover the idea of "glocalization" (Robertson, 2003), a term that companies were using to define the suitability of products of Japanese origin for local tastes and interests. According to Giulianotti and Robertson (2012), glocalization theory is being used in different academic disciplines in the social sciences, including: sociocultural theory; in geography and urban studies; in business and marketing; in anthropology; in the analysis of social media; in cultural studies; in literary and translation studies; in media studies; in the natural sciences; and in sports studies. Richard Giulianotti, in partnership with Roland Robertson, introduced the concept of glocalization to sport in 2004 in an article entitled 'The globalization of football: a study in the glocalization of the 'serious life' which was published by *The British Journal of Sociology*. This research was the first in the field of sport to use the theory of glocalization as a reference, in which they concluded that studying sport is fundamental to understanding the contemporary process of globalization. With a notable growth in the interest on the concept of glocalization in several areas of knowledge, the aim of this study was to make a systematic literature review on how glocalization is being used in research in the field of sport management. Between September 5 and 20, 2021, a survey was carried out on the google scholar platform with the search engine 'Glocalization in Sport Management'. In this survey, 62 articles were found in which the concept of glocalization was used in sports management research. According to Cunningham et. al. (2016), research in sport management is conducted based on 4 main theories: managerial; marketing; sociocultural; and economic. Of these 62 articles analyzed, most used the sociocultural theory (n:31). The methodology most used was qualitative (n:54). Other important results were that 22 countries from 5 continents were studied in these 62 articles, in addition to 13 different sports modalities, which demonstrates that this link between glocalization and sport management is not being studied in isolation in a few countries or few sports modalities. The first article linking glocalization with sport management was

published in 2004 and from 2017 onwards there is a growing increase in the number of publications linking these two themes, reaching its peak in 2020 with 10 articles published. With these results, it is possible to affirm that glocalization is an emerging field in sport management, in view of the most varied research possibilities linking cultural aspects to management and about the symbiosis of local and global sports organizations.

DEVELOPING CHARACTER TO ENHANCE LEADERSHIP JUDGMENT IN SPORT

Corey Crossan and Karen Danylchuk

Western University, Canada

The aim of this workshop is twofold: (1) to develop an awareness of how leader character influences judgment and decision-making in sport, and (2) to develop a plan to strengthen character. Strengthening leader character underpins all key performance metrics in sport by enhancing stakeholder relations, informing sustainable strategic initiatives, and developing a culture that is a self-reinforcing cycle which perpetuates an increased standard of behaviour. Therefore, individuals who aim to develop their leadership and elevate their judgment will benefit from this workshop. Leader character is a set of virtuous behaviours that have formed into a habit and can be developed (Sturm et al., 2017). Furthermore, consistent with Seijts et al. (2015), leadership is about the disposition to lead rather than a position to lead; therefore, leadership is applicable to all individuals. The leader character framework was designed by a team of researchers at the Ivey Business School at Western University following the 2008 Global Financial Crisis. They sought to provide a common understanding of the meaning of character and why it matters (Gandz et al., 2010). The framework consists of 11 dimensions (i.e., transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability, courage, and judgment in the middle) and 62 elements, all of which need to work together to support judgment and decision-

making. The character framework suggests that although each behaviour is presented as a virtuous behaviour, if the behaviour is deficient or unsupported by the other character behaviours, it may manifest as a vice. For example, strength in courage unsupported by temperance may lead to reckless behaviour. The sport industry experiences unique stressors (Donohue et al., 2015) because of its inherent focus on performance outcomes (Henriksen et al., 2019). Its uniquely stressful context is likely to reveal character, specifically virtue-vice manifestations, more than typical environments. Just as Seijts and colleagues (2015) found transcendence, humanity, humility, and temperance to be significantly less valued than the other dimensions, similar findings may be expected in the context of sport, but perhaps even more magnified due to the perfectionistic culture encouraged in sport. Weaknesses in these character dimensions will contribute to compromised judgment. This workshop will begin by identifying gaps between the theoretical meaning of leader character and the perception of character by the attendees. Second, the attendees will assess their leader character in order to identify their weak and strong dimensions of character and understand how their character influences their leadership judgment. Finally, the attendees will be guided to develop their leader character and create a plan to strengthen and enhance their leadership judgment.

THROUGH THE LENS OF ESPN: AN INNOVATIVE APPROACH TO STUDY AWAY CURRICULUM AND INSTITUTIONAL COLLABORATION

David Bockino

Elon University, United States of America

Often recognized as a high-impact educational practice (Kilgo et al., 2014), study away (which can encompass both domestic and international travel) can serve as an important component within an undergraduate student's experience. A study away program can

also be a useful collaborative tool for faculty, as professors seek advice and guidance for their curriculum from colleagues in similar substantive areas around the world. This case study introduces and examines the first three years of an innovative study away course developed at one of the world's leading study away-focused universities. The course utilizes the history of ESPN as well as site visits to media organizations in the United States and abroad to examine the cultural, political, and economic influence of sports media around the world. The case study will examine the course from a holistic perspective, detailing the work required to launch it, discussing the pedagogical and logistical challenges involved in executing it, and examining the perceived value for the students over the first three years of its existence. The background to the course is as follows. Its curriculum was developed in 2018 as part of a university-wide initiative to improve study away participation. It focused on three groups with traditionally low study away participation rates: males, student-athletes, and sport management majors. An innovative schedule was proposed in an effort to cater to these groups and to mitigate both time and financial restraints. What emerged was the university's first "hybrid" short-term global experience, consisting of a week of instruction on campus, a week of domestic travel, and a week of international travel. In terms of content, the course aimed to trace the evolution of ESPN from a small television company in Bristol, CT, to an international multimedia giant, highlighting key milestones in the organization's history in an effort to contextualize those events within the global media ecosystem. Throughout the course, students explore the cultural importance of sport media around the world, examine sport and media within the larger context of cultural convergence, meet with both media executives and other sport management faculty in the U.S. and abroad, attend sporting events, and apply theoretical concepts from both business and communications to timely and relevant sport media issues. While some site visits remain static, others change year-to-year in an attempt to build new mutually beneficial partnerships with educators across the world and to emphasize noteworthy events in the global

sports calendar. After a detailed examination of the trajectory and execution of the course, the case study concludes with a discussion about the steps necessary to forge long-term global collaborations within the sport management higher education ecosystem. While many universities seek signed LOIs and similar arrangements, this course was specifically designed to go beyond these sometimes vague agreements and to develop consistent and meaningful collaborations that can introduce students around the world to a diverse mix of views as they prepare for careers in sport management.

COLLEGE ATHLETES' LACK OF IDENTITY DEVELOPMENT BEYOND ATHLETICS: WHAT CAN WE LEARN FROM COLLEGE STUDENTS' INSTITUTIONALIZED MORATORIUM?

Elodie Wendling and Michael Sagas

University of Florida, United States of America

The college years are a critical developmental period during which emerging adults must engage in considerable identity exploratory tasks to establish a core sense of identity prior to transitioning into adulthood (Arnett, 2007). As originally proposed by Erikson's (1968) writings and reintroduced more recently by Cote (2006), college students' identity developmental pathway is characterized as an institutionalized moratorium because adult commitments are structurally delayed due to increased college attendance, which enables young adults to freely explore various aspects of their life during their college years. While college students are given more time for identity work than their peers from previous generations, Sagas and Wendling (2020) contended that college athletes navigate a contrasting identity developmental pathway identified as institutionalized foreclosure due to the distinct contextual influences of college sport. Indeed, intensive demands, regimented structure, isolation, and protective nature of the college sport system (Menke, 2010; Stol-

tenburg et al., 2011) are all important aspects that endorse institutionalized foreclosure. This socio-cultural context incites an exclusive commitment to the athletic identity and leaves little freedom for student-athletes to explore interests and experiences outside of athletics (Wendling et al., 2017). In this conceptual study, we expanded the work on institutionalized foreclosure (Sagas & Wendling, 2020) by developing a typology that compares and contrasts the developmental challenges of these two pathways. Key constructs drawn from the psychological and sociological lens of Erikson's developmental model were applied in this typology to better understand the challenges of developing an ego identity in each end of this identity developmental spectrum and identify potential maladaptive outcomes when transitioning into adulthood. In recognizing suboptimal areas and an optimal zone of identity development, this conceptual work provides important implications for policy development and intervention strategies in college sport. In lieu of establishing personally meaningful and enduring identity commitments prior to entering adulthood, the highly protective and controlled environment of college sport facilitates the development of an athletic identity as the primary, and occasionally only, core personal identity formed by athletes (Wendling et al., 2017). For most student-athletes, this athletic identity will not be pursued as a career beyond college (NCAA, 2020). We, therefore, assert that, due to environmental pressures that are not conducive for identity development, student-athletes are squandering a unique opportunity to capitalize on a fruitful period of life by failing to be exposed to a wide array of options from which an identity in key life domains could be developed and eventually formed for adulthood. The lack of identity work during these crucial developmental years contributes to athletes' identity development deficit that will likely affect their transition to life after college sport and into adulthood. We aimed to advance this typology as an initial step in framing and advancing new research questions and interventions related to the identity development of elite athletes experiencing an institutionalized foreclosure when they participate in

intercollegiate athletics. Given the totalizing tendencies of professional leagues such as the NFL (Holstein et al., 2015), future applications of the typology are also merited in professional sport.

SCIENTIFIC DEVELOPMENT OF SPORT MANAGEMENT IN LATIN AMERICA

López de D'Amico

UPEL - Research Center EDUFISADRED, Venezuela

Sport management is an emerging and expanding field in Latin America. Based on Pitts (2001) study related with the characterization of the area and what is required to advance and achieve credibility, in Latin America there are a few programs, few publications, professionals training others, academic organizations that have been increasing in the last two decades and making the Sport Management field visible (e.g., Bastos, 2019). In spite of the fact that some academic programs existed since the last decade of the past century, it is in the last decade in which more advancements have been observed. The present study reviews the development of the field in Latin America based on a document review of two main sources. The Latin American Association for Sport Management (ALGEDE) has celebrated since 2009 biannual congress and in the book of proceedings published were reviewed the quantity and the tendency in the academic papers presented. At the same time, the ALGEDE journal that has been published since 2017, so far nine issues, was also reviewed in order to analyze the trend of publications. The analysis of those two sources was approached in order to register the development of publications and research that has been guided by ALGEDE as both sources of publications have been promoted by this organization. The increase in publications and research is evident; it is accompanied by an increase of the number of academic programs in place in the region and the existent growing network that since 2009 started to be cultivated by ALGEDE.

THE EFFECTS OF COMPULSORY DISTANCE EDUCATION SERVICE QUALITY ON THE BRAND OF FACULTIES OF SPORTS SCIENCES

Caner Özgen and Hüseyin Köse

Eskişehir technical university, Turkey

Brand management is of critical importance for faculty of sport sciences, whose number has increased rapidly in recent years. Especially the fact that students' university preferences have many different alternatives has brought great dimensions to the competition for attracting and retaining students among faculty of sport sciences. The factors affecting the brands of higher education institutions in the related literature have been investigated by different studies based on the general brand literature. However, no research has been found specifically examining the factors affecting the brand of the faculties of sports sciences. Within the scope of this study, the effects of ESTU (Eskişehir Technical University) faculty of sport sciences students who have to switch to compulsory distance education due to the COVID-19 pandemic on the quality of distance education on the faculty of sport sciences brand will be investigated. First of all, in line with the scale development steps stated by Churchill (1979), the distance education service quality (DESQ) scale will be developed. Empirical relationships between the structures of the developed measurement tool and satisfaction, WOM, university brand image and loyalty will be analyzed in line with the basic methodological principles of SEM (structural equation modeling). Within the scope of the study, qualitative and quantitative data will be collected by reaching ESTU faculty of sport sciences students through online systems. In this context, the results obtained as a result of the analysis made for the data obtained will be discussed extensively with the relevant literature. The determination of the relationship between the quality of compulsory distance education and some dimensions related to faculties of sport sciences brands will be a guide for new researches as well as filling the gaps in

the literature. In addition, empirical evidence to be determined on the subject will be a guide for faculty of sports sciences administrators.

THE ASSOCIATIONS OF SERVANT LEADERSHIP WITH FOLLOWERES' COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: FOCUSING ON JAPANESE HIGH SCHOOL BASEBALL COACHES AND STUDENT-ATHLETES

Yudai Imura, Keita Kinoshita, and Hirotaka Matsuoka

Waseda University, Japan

Baseball is one of the most popular sports among Japanese citizens. Over the past 100 years, high school baseball, also known as "Koko-Yakyu," has attracted Japanese residents, including spectators and children through the efforts of its predecessors. However, in high school baseball, relative to other sports, excessive enthusiasm, such as a strong winning orientation, has caused some significant problems (Nakamura, 2010). This is due to the fact that although it is part of education, it often lacks its essential educational purposes. School teachers are baseball coaches in the most cases in Japan; thus, they need to be aware of problems such as the discrepancy between policy and reality before providing guidance. In particular, in the context of high school baseball, the behavior of instructors may have no small impact on the independence and initiative of students. The concept of servant leadership (SLP) focuses on developing followers rather than achieving organizational goals. Previous research has shown that it increases organizational effectiveness (Liden, 2015; Ling et al., 2017). Transformational leadership and ethical leadership have been studied mainly focusing on performance and game results while SLP focuses on the management of groups, such as commitment and out-of-role behavior in organizations. Therefore, it is considered to have a high affinity with educational contexts (Eva et al., 2019). However, few papers related to SLP have been studied

in our country. In particular, there has been little research in the context of the high school sport. Therefore, this study aims to clarify the components of SLP of high school baseball coaches in Japan and to develop a measurement scale. In addition, the developed scale will be used to measure the influence of commitment and organizational citizenship behavior and to examine which factors of SLP have significant impacts on dependent variables. Since there were limited examples of the use of the Servant Leadership Scale in Japan. In the context of high school baseball, the first preliminary investigation was conducted to clarify SLP behavior in high school baseball. We translated Liden's (2008) definition of SLP factors into Japanese and conducted one-hour interviews with 20 high school baseball coaches. The interviews were used as a reference to create a high school baseball version of the SLP scale. The second preliminary examination tested the constructs validities of the Japanese version of the scale. The SLP Scale, Organizational Citizenship Behavior, and Commitment were assessed using a data set with a sample of 300 high school baseball students. Finally, the measurement scale will be confirmed and used to examine its influence on dependent variables using data with 600 subjects as a main study.

SPORTS MANAGEMENT EDUCATION AND KNOWLEDGE SHARING IN THE GLOBAL SPORT BUSINESS MARKETPLACE IN THE CONTEXT OF COVID-19 PANDEMIC

Leandro Mazzei¹, Ivan Furegato Moraes¹, Giselle Helena Tavares¹, Ary José Rocco Júnior¹, and Leonardo José Mataruna-Dos-Santos²

¹*Brazilian Association for Sport Management, Brazil;* ²*Canadian University Dubai, Brazil*

In 2020, we were all included in a scenario comparable to a World War, where the outbreak of COVID-19 had an emergency appeal in global health systems (Nicola et al., 2020). A ripple effect in all aspects of human life as we have known until then, including, obviously, the sporting practices and events, conferences and academic events. Therefore, the objective of this

work is to present the actions of the Brazilian Association for Sport Management (Abragesp) in this context, especially when it comes to actions related to its mission: encourage production, education and dissemination on Sport Management in Brazil. Technological tools have been used to increase the effectiveness of learning processes related to education in Sport Management (Johnston et al., 2021). Probably the pandemic context only accelerated some change processes involving education and the academic context. Until 2019, the Abragesp organized your own conference face-to-face, bringing together researchers and students from all over the country. Year by year the challenge of choosing a venue, key-note-speakers, selecting and rewarding research and, above all, providing exchange of knowledge between the participants. With the pandemic context, what would the decision be? Shall be cancelled the event or face the challenge? This study is based on the action-research method. The essential is the reflective exploration that the participants make under its actions, it contributes not only to the resolution problems as well as for planning and introducing changes in a context (Tripp, 2005). The pandemic COVID-19 scenario and the impossibility of holding in-person events (problem), rendered the main organization's actions were, all virtually: partnerships and support for events and content channels on Sport Management (from YouTube, Facebook, and Instagram); launch of the Abragesp Award for Thesis, Dissertations and Ending Course Work; pre-event of Brazilian Sport Management Conference (December 2020); the 11^o Brazilian Sport Management Conference (originally, to be in November 2020, but postponed to March 2021); Abragesp General Assembly; 12^o Brazilian Sport Management Conference (November 2021); and lives, content on social media and others actions. There was an increase in the number of Abragesp members and in the events attendance. It also the possibility of participation by very important key-note-speakers from other countries, who would hardly be present in person in Brazil, besides the cost reduction. As in all segments and organizations, actions end up having negative and positive impacts. Here some evaluation and reflections of the actions.

As negatives, it highlights the adaptation process with activities that were previously carried out face-to-face and in 2020/2021. As positive, geographical borders were broken and knowledge in Sport Management was shared with different people in different parts of Brazil and even with people from other many countries. In conclusion, despite all the difficulties and losses brought about by the pandemic, some things will stay, such as the use of technologies for holding conferences, where it is possible for more people to participate, even from distant places.

THE SPORTS MEDIA LAB: UNDERGRADUATE RESEARCH AS A HIGH- IMPACT EDUCATIONAL PRACTICE

David Bockino, Michael Brown, and Taylor Schmitt

Elon University, United States of America

Closely-mentored undergraduate research, often referred to as one of several high-impact educational practices (Kilgo et al., 2014; Kuh 2008), has been shown to have myriad educational benefits for students. There is substantial evidence that undergraduate research elevates students' analytical and communication skills (Mahatmya et al., 2017) and is particularly beneficial for those in professional disciplines such as sport management and communications (Baker, 2016; Meganck et al., 2016). This case study details an innovative undergraduate research "laboratory" designed for students interested in pursuing careers in the sports media industry and built as a collaboration between a sport management and a communications department at a midsize American university. It explains the rationale behind its creation, the steps involved in its execution, the projects undertaken in its first year, and the lessons learned from the initiative. Existing as a component within a larger university strategic plan focused on high-impact educational practices, the Sports Media Lab allows undergraduate sport management and communications students to conceptualize, design, and execute their own sports

media focused research project over the course of an academic year and subsequently present their findings to industry executives. There were three separate student-led projects undertaken within the lab's first year. The first project involves an ethnographic study of on-site sports gambling behavior. The project contextualizes the ongoing legalization of sports gambling in the United States and the rise of gambling and betting websites within a uses and gratification theoretical framework (Ruggiero, 2000). It utilizes a mix of interviewing and participant observation (Geertz, 1973) to better understand sports gambling behavior within a live sports environment, specifically two NBA (National Basketball Association) arenas. The second project involves a study of online, company-produced, extreme sport content. It utilizes a series of focus groups (Morgan, 1996) to better understand the manner by which college students seek out and engage with content designed to boost awareness and sales of retail brands. The third project seeks to better understand the weekly sports gambling behaviors of college students. Built upon a theoretical model that pulls from the intersection of social identity theory and sports fandom (Jacobson, 2003), the project utilizes semi-structured interviews to identify themes and common gambling practices among the students. After a review of the three projects, the case study then summarizes the perceived pedagogical benefits of this initiative from both a student and faculty perspective. It explains the multiple administrative and logistical challenges in getting a project like this off the ground and discusses the role this kind of research can play in both intellectual and professional student successes. The study concludes by explaining the changes being made for the second year of the Sports Media Lab and by offering suggestions for those who wish to pursue a similar high-impact undergraduate experience in the future.

DEVELOPING SPORT MANAGERS & LEADERS ACROSS EUROPE - LIGHTENING TALK

Steven Osborne¹ and Sarah Mischler²

¹Cardiff Metropolitan University, United Kingdom;

²University of Strasbourg, France

The OECD (2016) suggest that all industries and governments need to; focus on anticipating skill needs and adapting policies to be resilient to global trends such as the ageing workforces and automation. The Developing Sport Management Across Europe ERASMUS+ funded project aims to develop guidelines for planning, delivering, and embedding employability frameworks in sport management higher education. The project's first research phase aimed to investigate how the global sport management academic community perceives student and professional "EMPLOYABILITY". The research aimed to identify a standard set of principles, definitions and language that the sport management discipline has or can adopt, utilising a conceptual field-testing methodology (Howie & Bagnall, 2016) to collect the opinion of academics via an online questionnaire. This study utilised a proposed employability framework for sport programmes (Osborne & Lewis, 2021 [in preparation]), including seven planning dimensions that acknowledge the contested definitions of employability. A purposive global sample (n=185) of sport management academics (lecturers to professors) associated with teaching and research responded. The results have provided interesting consensus on adopting derivative definitions of employability and the dimensions of Work-Related Learning (WRL), Work-Based or Work Integrated Learning (WBL/WIL), Career Development Learning, Skills & Lifelong learning, developing professional identity, entrepreneurship and enterprise education. The results indicate clear preferences for specific employability dimensions in pedagogic design and delivery, and qualitative responses offered sport-focused adaptations to the definitions. The research provides a foundation of opinion that

will support developing a distinctive research framework for employability pedagogy within the broader sport management discipline.

DEVELOPMENT OF ORGANISATIONAL CULTURE AS A SUPPORT FOR THE APPLICATION OF KNOWLEDGE FLOW IN LONG TERM PLANNING IN THE SPORTS FIELD

Luiz Carlos Nery, André Dionísio Seginando, and Mário Coelho Teixeira

Universidade de Évora, Portugal

According to Nery et al. (2018), knowledge management contributes with a new perspective, consistent with the current management of clubs, federations and confederations, since the application of knowledge flow enables the construction of an innovative environment, providing effectiveness in decision-making in a multidisciplinary and interdisciplinary environment, supported by an organizational culture of five categories: Information/Information Management; Knowledge Management; Organizational Knowledge; Knowledge Flow and Organizational Innovation. Nery et al. (2019) state that this complexity occurs at the intraorganizational and interorganizational levels, increasing the communicational process of the work environment, managing the circulating information with consequent generation of new knowledge, focusing efforts on organizational capacity on the already existing knowledge and scientific and technological development. In the sports field, little is known about the contribution of knowledge management in the long-term planning. Cieśliński et al. (2006), present the construction of the system of actions, enabling the flow of information and knowledge among the subjects of the sports training, corroborating Nery (2017) by proposing a diagram of the flow of information and knowledge from the sports initiation to the high performance. For Cieśliński et al. (2006) the knowledge management process is fundamental for a new organizational dynamic in a sports club, being mainly linked

to the flow and diffusion of knowledge. Erhardt et al. (2014), state that the knowledge flow depends on the nature of the work, suggesting that different capacities of knowledge flow can standardize and maximize the efficiency or promote creativity and strengthened learning. The present study aims to analyse the participation of areas that contribute to the sports development of athletes and teams, i.e., what is the role of sciences that make up the area of sports training, from initiation to high performance? The objective is to map the groups registered in the Directory of study and research groups of the Lattes Platform, identifying the lines of research about: Medicine, Dentistry, Physiotherapy, Physical Education, Nutrition, Nursing, Biochemistry, Psychology, Sociology and Massotherapy, by analysing the connections and dialogues existing between areas and their respective subareas. This study is presented as exploratory, analysing a field less researched in the national literature and, descriptive, at the quantitative and qualitative level, identifying the scientific performance of the research centres of the areas mentioned. The research is characterized as bibliographical, using the Portal of the Directory of Research Groups in the Lattes Platform database, seeking information from the areas of knowledge, investigating the existing connections, and identifying dialogues that promote the generation of new knowledge. Groups containing topics related to sport in their research lines, objectives, keywords, and its repercussion will be included. As for the exclusion criteria, this study will not consider groups which are: a) under construction; b) with no updates for over 12 months; c) eliminated. This is a research progress in the phase of data collection, and we expect that this research can contribute to the development of Brazilian sport in the search for more expressive participations in the world context.

THE IDENTIFICATION OF SOLUTIONS AND BARRIERS TO USING ESPORTS AS A PROFESSIONAL LEARNING EXPERIENCE IN SPORTS MANAGEMENT PROGRAMS

Miaad Ghasemzadeh¹, Lidija Petrović², and Habib Honari¹

¹Allameh Tabataba'i University, Iran; ²Carolina University, United States of America

With the growth of eSports across colleges and universities, it comes to opportunities to develop both academic and extracurricular programs related to competitive gaming (Berezansky, 2021). The more opportunities students have to immerse themselves in practical and applied sports management experiences before graduation, the greater the likelihood they will be attractive to potential employers in the competitive field of sports management. Lee et al. (2016, p. 116) say that in order to be competitive in the marketplace after the graduation with majors in sports management, educators must foster opportunities for students to participate in applied learning or experiential learning opportunities, primarily in the form of internships. The exploratory (qualitative-quantitative) research was conducted within the context of applied studies through in-field methodology. The statistical population consisted of all graduate students, faculty members, and current students in Kerman, Iran universities. In the qualitative stage, deep and semi-structured interviews were done and the interviews continued until the theoretical saturation stage (n=15). Based on the results of the interviews, a questionnaire was developed, validated, and distributed amongst the subjects. In the quantitative stage, sampling was performed based on the targeted and accessibility method (n=92). Descriptive statistics, exploratory factor analysis, and confirmatory factor analysis were used for data analysis. The four 'barriers' are found, namely: loss of a feeling of experiential learning, lack of knowledge of faculty and students about eSports, cultural problems, gender discrimination. The identified 'solutions' are presented in the following: efforts to promote eSports

competitions for women, creating a suitable infrastructure and codified education in eSports for students and professors, and creating an appropriate Gamification for sports management. These elements would create a suitable platform for the implementation of eSports for virtual learning.

SPORT MANAGEMENT IN LATIN AMERICA - THE SCENARIO OF THE AREA

Flávia Bastos¹, Ary Rocco Jr.¹, Rosa De D'Amico², and Ivan Moraes³

¹University of São Paulo, Brazil; ²Universidad Pedagógica Experimentar Libertador, Venezuela;

³Universidade Federal de Paraná, Brazil

Some researchers and professionals from Brazil and Venezuela, in this action, intent to present an overview of sport management at the region. The objective is present a general vision of sports management in Latin America, based on the evaluation of the reality of the development of the area in the countries. A general structure was proposed: an introductory chapter; Chapters about participating Latin American countries, written by invited local scholars; a final chapter in which a general analysis of the countries is made and analyzes and proposals for the development of the area in Latin America. More specifically, the introductory chapter was written by the project coordinators, presenting Sports management as an academic and researching area as well the scene of the area in Latin America. Each chapter of participating Latin American countries was structured regarding to describe: a) Contextualization of the country - demographic, geographic, socioeconomic, cultural; b) Literature related to theory and practice - newspapers specialized in the area in the country and / or that accept publication of articles about GD, especially in Spanish and / or Portuguese; c) Research development - information about Research Groups specialized in the Country or those that have research lines on Sports Management: thematic; geographical distribution; links to public and private higher education institutions; human resources

involved (number of researchers and technicians, as well as the academic qualification of the leaders of these groups); d) Professional entities - scientific and professional organizations and analyze their performance regarding the contribution of their actions to the scientific and professional environment of the GD; e) Professional training - literature and information about the specific academic training existing in the country, undergraduate and graduate; f) Strengths (potentialities) and weaknesses (weaknesses) - SWOT Analysis (PFOA). In each of the issues raised, the information aims to systematize and analyze the information, and highlight the strengths (potentials) and weaknesses (weaknesses) [SWOT Analysis (PFOA) - combination of quantitative and qualitative data from various sources that can aid in the evaluation and subsequent decision-making regarding possible strategies; g) Proposals of actions for the development of the area in the country; From the analysis in item f), and based on experience as a teacher, researcher or member of entities in the area, propose actions, prioritizing them according to the DG development needs in the country - quantify and propose action proposals that can support strategic decisions to the development of the area in the country. The Final chapter was written by the project coordinators regarding a general analysis and final synthesis. The book, in press in a Brazilian editor, had the participation from 11 countries (Argentina, Brasil; Chile; Colombia; Costa Rica; Cuba; Islas Caimán; México; Perú; Puerto Rico y Venezuela).

A PHENOMENOLOGICAL EXAMINATION OF UNDERSTANDING FORMER COLLEGIATE ATHLETE ENTREPRENEURS

Lauren Johnson¹, Euisoo Kim², and James Zhang³

¹New Jersey City University, United States of America; ²Georgia State University, United States of America, ³University of Georgia, United States of America

One of the major issues for many student athletes after

their playing days are over is lack of knowledge and experiences outside of sports. While many non-athletes have gone after internship, job opportunities, and start-up ventures during their college years, NCAA amateurism rules and intense workout schedules prevent athletes from pursuing these opportunities. When it comes to the sport industry, student athletes are often afforded learning opportunities and taught skill sets that lend itself well to pursuing an entrepreneurship venture in a way of starting their own businesses. Understanding the power of entrepreneurship is important with the upcoming legislation, which allows collegiate athletes to profit off of their own image and likeness. Taking an ownership approach to life after sports could provide potential opportunities that can change the trajectory of many for athletes (Hemme et. al., 2016). For example, instead of working as broadcasters within the traditional media market, athletes could look for opportunities to become content creators who produce their own media segments and content within the new media environment. Entrepreneurship can also help add minority and female owners to business and organizations that directly benefit many. A dearth of research has explored the path of an athlete to entrepreneur, which have usually been conducted from the perspectives motivations, skills, and/or opportunities that were impactful for one's success or failure (Ratten 2015; Steinbrink, 2020). Some have also focused on reasons of starting a new business among adults; however, tracing the roots of business formation to young adulthood and college has not been widely examined (Koontz & Fulmer, 2000). For student athletes, competing in a sport at the collegiate level brings a set of unique experiences, opportunities, and challenges that should be considered when conducting entrepreneurship research about them. The current investigation is designed to take a phenomenological approach to study the lived experiences of former student-athletes who now own their own businesses. Key research questions that are used to guide the investigation are centered around learning experience, major reasons leading to an entrepreneurship career, strategies for business initiation, development,

and advancement, and overcoming challenges and obstacles. Following a rigorous protocol of qualitative study, the investigation is currently undertaken through interviewing former student-athletes who now own their own businesses. Data analyses occur concurrently with data collection by utilizing such computer software ExpressScribe, ExpressDictate, and NVivo 12 to organize data and help identify key themes and patterns. Both initial coding and multi-level coding processes are performed inductively and deductive. Similar codes are categorized and classified, and the emergent themes are identified. For validity examination, Lincoln and Guba (1985) criteria of trustworthiness will be adopted. It is expected that the identified themes in this study would provide strong evidence for theoretical conceptualization, research hypothesis development, and further investigations. The findings can also provide a blueprint to current student athletes who wish to pursue entrepreneurship in the future.

LEADERSHIP SCAFFOLDING AS A KEY SUCCESS FACTOR OF A UNIVERSITY SPORT CLUB: THE CASE OF GUTID, RUSSIA

Ksenia Kaisheva, Evgeniy Ananichev, Sergei Maiorov, Maksim Porohov, Gennadyi Schetinin, and Anton Vasilyev

Saint Petersburg State University of Industrial Technologies and Design, Russia

Every of more than 900 universities in Russia has student's sports clubs. A university sports club manages extracurricular sporting activities, unites all teams and students who perform for the university. University teams have coaches and regular training, participate in competitions organised by hundreds of students sports associations and leagues. Sports clubs of the state-funded Russian universities are always a part of the university organisation structure. They depend on state funding and can't perform any commercial activities. Sponsorship is a rare phenomenon and there are no special scholarships provided for students who

show significant results in sports. University sports clubs suffer a lack of resources but some of them achieve outstanding results in terms of engaging students in doing sports, organising events and helping their teams to win the Russian, European and world university championships. The study of what makes a university sports club successful lies in the field of sport leadership and focuses on investigating the best practices of the most efficient student sports clubs in the Russian Federation. Students sports club 'GUTID' has received recognition as one of best in Russia. In the 2020/21 academic year, the university men's and women's basketball teams are the winners of the Student Basketball Association; men's boxing team is the 3-times city champion and the winner of the All-Russian Universiade; men's football team is the winner of the Saint Petersburg championship; women's volleyball team is the Saint Petersburg champion among universities; women's cheerleading team is the winner of the All-Russian Student Cheersport Competition. The case of 'GUTID' has a significant research interest because the university, where operates 'GUTID', is focused on the academic fields of fashion design, arts, and textiles. University sports club practices were studied with the help of the ideographic method. The key success factor was identified - leadership scaffolding. In-depth interviews were conducted with 5 GUTID's managers who grew to their management positions at university from being members of students teams and had sports leadership training using scaffolding instruction. The leadership scaffolding method is developed based on the instructional scaffolding suggested by the Russian psychologist Lev Vygotsky. At the first stage, the prospective undergraduate students doing sports are offered the opportunity to develop their leadership skills with the support of the mentor-manager of the club. Then the students receive managerial tasks at the sports club under the mentor's supervision. Then support in performing tasks is gradually removed, and the complexity and personal responsibility grow. At the end of their undergraduate studies, many university sportsmen already have successful experience in coaching, events

and facilities management, social media accounts administration, etc. The best of them are recommended to be enrolled in the sport management graduate program and are further employed at the university structural units. Unlike other university sports clubs in Russia, 'GUTID' is a well-recognised brand whose teams are the winners on the city, national and international levels. Many entrants choose the university as a study destination only because of the desire to be a part of its sports club.

GLOBAL TEACHING EXCELLENCE – THE CHALLENGE OF AN EUROPEAN VITAL CITY

Gerco van Dalfsen

Hanze University of Applied Sciences, Netherlands

Case studies and analyses have long been adopted by academic programs to enhance students' analytical and problem-solving skills. Whilst there are a growing number of case study books or journals that help explore and apply theoretical underpinning to the sport management discipline, there remains a mounting need to further their theoretical understanding, broaden their applications, and promote their appeal when learning and studying about the sport industry in the global context. Global Teaching Excellence (GTE), is an initiative of WASM to respond to this need by involving academics worldwide with their passion about learning and teaching in the discipline of sport management. The European Vital Cities challenge concerns a learning program that is designed to provide students insights in how to increase the quality of life and to create a more liveable and vital city for all. Students work in a team of four students. Its main objective is to design an integrated intervention program that vitalizes the city and its inhabitants, using sports & physical activity as an instrument. The program is characterized by 1. an international urban perspective (students also travel to the city to have an immersed experience that enriches their thoughts about the city), 2. a focus on social impact, 3. using

sport as an instrument for movement, 4. building an integral approach of different values (sport and movement, health (stimulating a healthy lifestyle via a positive influence on health), economic value of sports (prosperity), and social value of sports (social wellbeing), and 5. research (literature search and collecting/analyzing empirical data) as an integral part of collecting information and data about the city and its inhabitants, tourists, students and companies. Learning outcomes guide the students in this high intensive taught program which encompasses of strategic management (futuring, stakeholder management, scenario analysis), implementation management (change management, business models, advising) and team development (peer assessment). A variety of teaching methods is used such as theoretical lectures, intensive workshops, and individual -, and team coaching and consulting. To transfer the ideal of a vital city into the complexity of a real city, it's inevitable necessary to work from- and with several domains such as: public health, welfare, sports, education, urban planning & environment, economic- and social affairs, marketing & communications, logistics and safety. The student therefore has to consider all relevant aspects to make the city more vital. As part of the social impact program, students need to develop a strategy to innovate and change an European city so it will become more vital, based on the vision for the city and the scenario analyses that were created during the learning program by each student team.

ENGAGEMENT TYPOLOGIES WITHIN HIGHER EDUCATION: DO YOU KNOW YOUR STUDENTS?

Ruth Crabtree

Northumbria University, United Kingdom

Research has shown that many evaluations of student engagement (SE) only concentrate on academic activity (Leonard & Comm, 2018) and do not consider non-academic opportunities (Akareem & Syed Hossain,

2016; Crabtree et al., 2021) that are available for students within a university setting. Many of these activities include sporting initiatives including: participation in sport teams; volunteering on sport projects and campaigns; internships and paid work within sport organizations. The huge investment in sporting infrastructure and initiatives by universities across the globe is apparent, but limited research beyond participation statistics is collated. Understanding SE and barriers to engagement is essential to help provide universities with an understanding of what types of initiatives are most appealing to students, how much time they spend on them, as well as identifying if such engagement activities are effective and the perceived value that students place on them (Sin et al., 2019) A questionnaire was utilized to investigate perceived benefits of SE, the role of students within engagement; and potential barriers to engagement. Students were purposively selected from a large database, using criterion sampling (Etikan et al., 2016) based upon them currently studying for an undergraduate degree programme at a UK university and presently residing in the UK. A total of 1,411 participants undertook the survey. The sample consisted of students representing different gender, ages, ethnicity and marital status, as well as different levels of study stages and mode. A cluster analysis was undertaken to investigate if groupings based upon factor analyses findings (engagement activity, role of student, benefits and barriers to SE) resulted in student typologies, of which 4 clusters were identified. The results reveal that students could be classified into 4 groups, namely: the cognitive team players (n=260); badge wearers (n=462); inquisitive learners (n=414); and societal climbers (n=275). With relevance to students who were more interested by non-academic activities such as sporting opportunities and initiatives, the 'Badge Wearers' were associated with this typology and demonstrated that the main advantage of SE to them was being associated with their respective university, being able to represent their university and having a feeling of belongingness to their institution. The diverse views that were revealed in the findings demonstrate

the need for universities to fully understand the diverse student population they serve so that they can determine student expectations and fulfill each individual potential. This belief is also acknowledged by other researchers (Collie et al., 2017) who stress the need to understand the different perspectives that students may have with regards engagement. The typologies highlight that students are motivated in completely different ways and perceived advantages and barriers of engagement have varying implications. Understanding the student population is essential to ensuring that sport engagement activities are utilized fully, and resources implemented effectively.

UTILIZING SMART GOAL MANAGEMENT PRINCIPLES TO ASSIST INTERNATIONAL STUDENTS ENROLLED IN AN U.S. UNIVERSITY'S SPORT MANAGEMENT PROGRAM: A SHARED MENTORSHIP EXPERIENCE

Hannah H. Bo and James J. Zhang

University of Georgia, United States of America

The globalization of the sport industry has set new demands for students' professional development. They are expected to equip with comprehensive knowledge, competitive skills, and worldviews (Thibault, 2009; Zhang et al., 2011), motivating students to seek further education in foreign countries. In 2019, the total number of international students enrolled in the United States (U.S.) was 1,095,299, constituting 5.5% of total students. With superior advancement of the sport industry and outstanding reputations of higher education institutions in the U.S., increasingly more international students are attracted to study in a sport management degree program in the country. In the U.S., international students enrolled in sport management programs benefit from curriculums that provide a comprehensive understanding of the many facets of advanced sport business administration, focus on areas that provide various career paths, and access to opportunities that experience the western sport industry

through internships at well-developed sport teams, leagues, sport media outlets, and marketing firms. Yet, due to cultural, language, financial, and other difficulties, many students face tremendous challenges in a new learning environment. This presentation demonstrates an effective mentoring process to help international students set up progressive goals and enhance problem-solving skills by carrying out the SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goal management principles. Language (i.e., comprehension, speaking, and writing) and cultural differences are primary challenges for international students (Baker et al., 2016). Engagement and participation in discussions and social working, seeking internships, and adapting to local sport culture also make the educational experience challenging. While most of master's degree programs in the U.S. are of a two-year curriculum, some students even want to finish the program sooner. In such a short period of time, formulating reasonable plans with clear, attainable goals is fundamental for international students to get a successful learning experience. Doran (1981) proposed that goals should inherit features of specific, measurable, achievable, relevant, and time-bound, to be meaningful. This guideline is referred as the "SMART". In detail, SMART requires that the progress of goal achievement should be assessed in the future and be related to a defined time period that represents a deadline. Also, the specificity of a goal is supposed to connect the actual action and a superior intention. It can be a subordinate goal that benefits superior goals (Cropanzano et al., 1993). For international students in sport management programs, wisely utilizing SMART goal management is crucial for them to get both academic and professional success. For instance, if a student wants to get an internship in a professional sport league. The goal should be set as "I want to get an intern in an NBA team by the end of my third semester" rather than only saying "I want to get an intern". The previous goal statement manifests the principles "specific" and "time-bound". The internship goal should be relevant to the student's career development goal. During the process, the student is

suggested to think about whether the goal is achievable. For example, “having a sales internship” is more achievable than “working as a marketing manager” for a student. Measuring a goal when progress is being made cannot be overlooked either. Usually, students should be guided with such questions as “How much do I need to do?” “How do I know when I have reached my goal?” Education of international students may be challenging; however, it can also be rewarding and ultimately benefitting to the global development of the sport industry. The SMART goal management principles may provide sport management educators with insights on key considerations when assisting international students in the mentoring process.

LINKING PHYSICAL EDUCATION TEACHERS’ SELF-EFFICACY WITH THEIR PERCEPTION OF NEW CURRICULUM QUALITY: THE MEDIATING ROLE OF TEACHER ENGAGEMENT

Hiam Algharabat¹ and Raed Algharabat²

¹Ministry of education and higher education, Qatar;

²Qatar University, Qatar

We examine the impact of physical education teachers’ self-efficacy on their engagement which in turn influences teachers’ perception of the quality of the newly developed curriculum of physical education (PE) for the first to sixth grade in primary schools in the State of Qatar. We collected the data using 299 teachers and found that PE teachers’ self-efficacy positively influences engagement which positively influences perception of the quality of the new PE curriculum. Furthermore, we found that PE teachers’ engagement partially mediates the relationship between PE teachers’ self-efficacy and PE teachers’ perception of the quality of the new PE curriculum.

DO MANAGEMENT TEAMS THROUGHOUT NEW ZEALAND RUGBY APPLY A LEARNING ORGANIZATION MODEL TO DRIVE PERFORMANCE?

Francisco Serrano Romero

Manukau Institute of Technology, New Zealand

This research identifies a learning organization model in New Zealand rugby teams and describes the trust-based, player-centered management model on which rugby teams in New Zealand operate. This model relies on a continuous reflection and review process enhanced using leadership groups, player groups, and the incorporation of technology. The open and ongoing communication process within the teams, not only helped develop leadership, but it generated learning through various channels in the team. The overall purpose of this research was to explore whether management teams at different levels of rugby in New Zealand apply a learning organization model to drive performance. The research has an inductive exploratory approach that proposes a framework to be used by management teams to implement a learning organization management model for teams to drive performance. This was pursued via a qualitative, mono-method strategy to data gathering. The research takes on a cross-sectional study to look at management teams in New Zealand rugby across different age groups and performance levels. Coaches and managers at the 1st XV, Club Premiere and National Provincial Championship level were interviewed. Using a thematic analysis five themes were identified: communication, leadership groups, coaching and management model, reflection and review process and principles driving New Zealand rugby. These principles were communication, trust, enjoyment, player-centered approach and continuous learning. The findings identified a learning organization structure in the coaching and management model used by New Zealand rugby teams. They also found the widespread use of messaging groups and technology across the teams, and their reflection and review processes, drove the

continuous learning. A key to the learning organization structure were the leadership groups. This research provides an explicit description of the management model used by rugby teams in New Zealand, which can inform future coaching and management. Future research can be undertaken to explore the quality of the learning and communication within New Zealand rugby teams and the effectiveness of leadership groups in management structures.

THE CONTRIBUTION OF CONTEXTUALIZED LEARNING IN SPORT ORGANIZATIONS

Francisco Serrano Romero

Manukau Institute of Technology, New Zealand

This research describes the benefits of teaching a contextualized blended delivery model of the New Zealand Diploma in Sport, Recreation and Exercise for 4 years with programs operating across Rugby Unions and Basketball Associations. The delivery model immerses students in a practical hands-on program which combines academic study and practical industry specific experience. Students gain practical experience by actively participating in activities such as delivering coaching sessions, facilitating recreation activities at schools and assisting the organizations with administrative tasks as well as first team trainings and game day management. Through the year, students have practical learning experiences, applicable to the completion of their Diploma, which enable the students to continue to pursue careers in the sport industry, or progress into higher education pathways. The overall purpose of this research explores the benefits of having student interns in a contextualized learning environment for industry stakeholders, benefits of learning in an industry contextualized environment for students, and the benefits of teaching in an industry contextualized environment for lecturers. The research has an inductive exploratory approach to the benefits of delivering a contextualized blended de-

livery education model. This was pursued via a qualitative, mono-method strategy to data gathering. The research collected data through semi-structured interviews of industry stakeholders, students, and lecturers. Using a thematic analysis benefits were identified at two levels, for the students and for the organization. Student benefits were both immediate and long term. More immediately, they achieve noticeable learning outcomes from practical experiences and an improvement in time management skills. Whilst in the longer term, they developed strong industry connections beyond the organization they had practical experience with, and it led to employment outcomes post study. For the lecturers and teaching team, this novel approach created challenges which needed to be blended with their delivery skills and approaches. The findings identified a multi-channel delivery approach, which mixed online synchronous and asynchronous delivery with contact-based lessons and tutorials and individual follow up sessions. This research provides a description of the benefits of a contextualized blended delivery model for a sports education program in New Zealand, which can inform future education delivery in a post Covid environment.

THE POSITIVE IMPACT OF THE COVID-19 PANDEMIC ON THE CREATION AND TRANSFERENCE OF KNOWLEDGE IN PUBLIC SPORTS MANAGEMENT IN BRAZIL

**Leandro Fleck¹, Roberto de Vasconcellos²,
Caroline Monacci³, Alex Fabiano Dutra Farias⁴,
and Luiz Carlos Nery⁵**

¹Centro Universitário UniRitter, Brazil; ²Centro Universitário de Maringá, Brazil; ³Centro de Gestão de Tecnologia e Inovação, Brazil; ⁴Federação Capixaba de Beach Soccer, Brazil; ⁵Universidade de Évora, Portugal, Brazil

According to Kucharska and Erickson (2020), the new information technologies contribute to the application of knowledge management for organizational development and knowledge transference. In this sense, it

is understood that during the COVID-19 pandemic, the use of the WhatsApp application served as a tool for bringing together people with common interests pertaining to the generation and sharing of knowledge. Nery et al. (2021) defended the use of knowledge management as a practice for aligning the decisions and actions of governing officials. Thus, relations are established between subjects internally and externally to the organizations, intensifying the exchange of information and generating new knowledge. It is from this perspective that public administration in sport has been boosted by using these tools to create and transfer knowledge among its agents. Nonaka and Takeuchi (1997) state that when tacit knowledge is transferred to other people and recorded as images or documents, it is transformed into explicit knowledge, which is the base for generating new knowledge. In the meantime, the present study's objective is to investigate the existence of knowledge generation and transference among public sports managers in Brazil, specifically in the Municipal Sports Offices from the state of Rio Grande do Sul. The diagram of information and knowledge flow created by Nery (2017) – which contains the processes of knowledge creation, transference, storage, identification, application, and acquisition -- is used as a base for this study. The chosen method is that of multiple case studies (YIN, 2001), with a qualitative and quantitative focus, using a descriptive and exploratory approach. Goldemberg (2005, p. 62) points out that both methods complement each other, highlighting the study object, and emphasizes that: “while the quantitative methods presuppose a population of comparable study objects that will provide generalizable data, the qualitative methods can observe, directly, how each individual, group or institution concretely experiences the studied reality...”. Data collection will be conducted through an online questionnaire containing closed and open questions hosted on the Google Forms research management application and will be sent to the Municipal Sports Secretaries via WhatsApp. Said questionnaire will contain an indication of degrees of approval or disapproval, measured on a Likert scale, going from

complete disagreement to complete agreement. Afterwards, the collected data will be analyzed and discussed. The present study is under development, following a schedule that was pre-established by the authors.

TECHNIQUES IN SCALE DEVELOPMENT: A GLOBAL SPORT MANAGEMENT PERSPECTIVE

Eddie Lam

Cleveland State University, United States of America

The purpose of this workshop will be to discuss the appropriate techniques and procedures as well as the contemporary issues in scale development with an emphasis on establishing the validity of the measuring instrument pertaining to sport management in the global setting. Based on over 20 years of experience of the researcher, fundamental and advanced measurement theories and application procedures will be introduced and discussed in a tutorial fashion without statistical jargon to accommodate audience with diverse backgrounds. This workshop will start with the following areas of validity: (a) face validity, (b) content validity, and (c) construct validity. The main purpose of these validities is to establish an instrument's ease of use, clarity, and readability as well as to establish an instrument's credibility, accuracy, relevance, and breadth of knowledge regarding the domain area (Burton & Mazerolle, 2011; Lawshe, 1975). Face validity will be discussed in a global setting with examples from different cultures, and the Delphi technique (Linstone & Turoff, 1975) will be introduced to quantify the quality of the content validity. In terms of construct validity, various theories and methods of selecting extraction and rotation methods in an exploratory factor analysis (EFA) will be explained. Based on item specifications and their underlining constructs that are resulted from the content validity test, the common practices, misunderstanding, and flaws in the applications of EFA in sport management research studies will be presented and discussed. Specifically, this

workshop will use the Service Quality Assessment Scale (Lam et al., 2005), a measuring instrument that is used in the health-fitness setting, to illustrate the model and steps in scale development. Lastly, the seminar will be ended with a brief introduction of confirmatory factor analysis for those participants who want to further validate their measuring instruments.

TEACHING AND ASSESSING LEADERSHIP: LINKING THE SOCIAL CONSTRUCTION OF LEADERSHIP STRENGTHS AND THEIR SHADOWS

Geoff Dickson

La Trobe University, Australia

Leadership is a ubiquitous theme in sport management education. Yet, there is little consensus on how best to educate and assess leadership skills (Lumpkin & Aachen, 2019). This presentation showcases one approach to resolving this dilemma. The approach centres on an assessment task requiring students to integrate three leadership concepts. The strengths-based approach to leadership encourages students to 'play to their strengths' (DeRue & Workman, 2012). In the leadership context, strengths refer to "...potentials for excellence that can be cultivated through enhanced awareness, accessibility, and effort." (Biswas-Diener et al., 2011, p. 106). The social construction of leadership, denies the essentialism of any one leadership style, encouraging students that leadership is in the eye of the beholder, or put more formally, "a perceptual evaluation of the actors that people encounter" (Billsberry et al., 2018, p. 172). The shadow side of leadership reminds students that the more pronounced their natural talent and the stronger their strengths, the more likely it is that these strengths will be deployed to counterproductive extremes (de Hann, 2016). In the assessment task, students are asked to 1) identify and summarise their leadership strengths by completing the 240-item Values in Action Inventory of Strengths (VIA-IS) and qualitative feedback from colleague(s); 2) Reflect on how these strengths have the potential to

be perceived negatively; and 3) Reflect on how developing/emphasising these strengths can enhance your capacity to be either an authentic (Takos et al., 2018) or servant leader (Lee, 2019).

GLOBAL PRESENCE OF INDIAN SPORT MANAGEMENT RESEARCH

Sandhya Manjunath

Texas Woman's University and James Madison University, United States of America

India is a developing country in many industries, such as technology, engineering, science, and leadership. However, India falls behind in many facets of the sport management literature, research and presence at conferences, and research within higher education programs when compared to other developed countries. There is limited research from scholars in India germane to the field of kinesiology, including sport management, sport marketing, sport communication, and leisure and recreation management. After a thorough review of the literature, there is a vast gap in documenting the breadth and scope of the sport industry in India. Although there are broad topics that need research and documentation, such as an investigation to understand why a country with the world's leading population has one of the lowest Olympic medal tallies or has limitations in winning bids to host international events, there is little to no existing research. Recent trends point to a steady growth in sport management higher education programs in India, thus leading one to believe that universities and colleges support these programs. The current study investigates the question as to why there is a lack of sport management research in India despite existing higher education sport management programs. It also seeks to answer why there is an absence of Indian researchers presenting at international conferences? The study will look for any overlapping patterns or theoretical frameworks that can answer these research questions. The data for this qualitative study will be collected by interviewing current Indian sport industry professionals

and academicians. Participants will be randomly selected using a snowball sampling technique. They will answer open-ended questions that involve their knowledge, experience, or challenges in contributing to Indian sport management research. The results of this study will primarily contribute to the limited academic literature currently available to Indian sport practitioners. Additionally, it may contribute to the policymaking and allocation of central government funds for the betterment of sport management research. Overall, this study will be seminal research that contributes and highlights the burgeoning sport management industry in India.

VOLUNTEER COACHES AS A CRITICAL SEGMENT OF HUMAN RESOURCES FOR YOUTH AND AMATEUR SPORTS: A REVIEW OF LITERATURE

Brett A. Anderson and James J. Zhang

University of Georgia, United States of America

Volunteer coaches are a critical aspect in all major facets of athletics; from youth sports to college athletics, volunteer coaches are a necessary segment of the workforce, who are actively involved in developing the athletes of today and tomorrow. The reality is that many sports programs would not exist without volunteer coaches, making them an important area of managerial interest. The definition used to describe a volunteer coach is one who coaches and provides expertise without being compensated for their efforts. Today, many sport organization, programs, and teams face challenges in recruiting, training, managing, and sustaining high-quality volunteer coaches, adversely affecting the well-being and achievement of many youth and amateur sports programs. Based on a comprehensive review of literature as the primary method of inquiry, the purpose of this presentation is to glean a better understanding of how to recruit high-quality volunteers that are capable of developing athletes at their respective levels, further their coaching knowledge and capability, nurture their leadership and

team management skills, help them reach their developmental goals, retain them to build and create continuity within their area of expertise, and instill positive cultural environment within their respective organizations or teams. To achieve these, literature is explored in coaching education, leadership development, and mentorship models as a means of coach development to work within a framework that allows for coaches of all experience levels to create a meaningful contribution to their respective fields. Understanding why volunteers coach and to donate their time is foremost important. Volunteer coaches come from a wide range of backgrounds, levels of expertise, and motivations. A vast majority of them are parents and students in post-secondary settings. Usually, these volunteer coaches would donate their time to gain coaching skills and experience, meet new people, obtain service hours, and ensure their children receive high-quality coaching. While previous studies have primarily focused on volunteer coaches' general coaching knowledge development and coaching leadership, few have focused on sport-specific competence development and potential career development. To recruit and retain volunteer coaches, an environment that is supportive of their individual goals and needs has to be attained and they must be allowed a level of autonomy in their growth and contribution to their respective teams and organizations, which is a topic that will be discussed in depth.

MIND THE GAP: BRIDGING FUN VALUE GAPS TO INCREASE RETENTION IN YOUTH SPORT CLUBS

William Crossan and Jiří Mudrák

Charles University, Czech Republic

In order to achieve business and sport success sport club managers and coaches need to retain as many kids in their clubs for as long as possible, concurrently facilitating sport development in these youth athletes. Consequently, sport managers and coaches are obliged to satisfy the demands of both parents and

youth athletes, who are most often not experts in sport development. Fun as a value is consistently given as the number one reason kids drop out of sport (Butcher et al., 2002; Crane & Temple, 2015; Wall & Côté, 2007), and concurrently, among those who excel in sport, fun is the top reason they continue to play (Allender et al., 2006; Bengoechea et al., 2004). Yet, fun as a general value is often misunderstood by stakeholders. Using a modified version of Visek et al.'s (2015) FunMap, Fun Integration Theory, instrument stakeholders are evaluated in 41 determinants of fun across 11 dimensions. Respondents (n = 773) from Czech youth (13-19 years old) basketball (players, n = 296; coaches, n = 282; and parents, n = 195) were stratified by age, sex, competition level, and years played. The gaps between importance and perceived frequency, and the gaps between importance among stakeholders (players/coaches, parents/coaches) were statistically evaluated and modelled using structural equation modeling (SEM). When sport managers understand what most saliently composes the value of fun for youth (Positive team dynamics, Positive coaching and Trying hard), and accordingly bridge values gaps between stakeholders, then fun can serve as fuel for retention and development in their youth clubs.

STUDENT ATHLETE WELL-BEING FRAMEWORK (SAWBF): AN EMPIRICAL EXAMINATION OF ELITE COLLEGE STUDENT ATHLETES

Shintaro Sato¹, Keita Kinoshita¹, Midori, Yuki Yabunaka², Yeko Yamada², and Hironobu Tsuchiya²

¹Waseda University, Japan; ²Osaka University of Health and Sport Sciences, Japan

Many student athletes demonstrated outstanding performances in the premier international competitions such as Olympic Games (Pompliano, 2021; Saito, 2021), receiving a great deal of societal attention in

various countries. Companies can also make endorsement contracts with student athletes to leverage their popularity to boost the growth of businesses (Dukurs, 2021). As such, student athletes now are not just students, but public figures to some extent. Student athletes thereby experience a variety of stressors both on and off the fields, which may affect their well-being (Sallen et al., 2018; Rice et al., 2016). Well-being among student athletes has become one of the most important concerns for student athlete organizations such as the National Collegiate Athletic Association (NCAA) in the USA and Japan Association for University Athletics and Sport (UNIVAS) in Japan. Although these upper echelon organizations have offered guidelines to protect student athletes' well-being, they have not been as effective as expected due to the challenges regarding conceptual operationalization and practical application. The current study was aimed to propose a multidimensional student athlete well-being framework (SAWBF), which include four distinct dimensions of student athlete well-being – Physical, hedonic, psychological, and social well-being. The authors also assessed predictive validity of SAWBF by focusing on the oft-supported well-being outcome – organizational citizenship behavior (i.e., helping, civic virtue, and sportpersonship). Data from elite collegiate student athletes in Japan were procured. We employed a convenience sampling method to procure data. Specifically, we sent a URL link and QR code generated by Qualtrics to coaching staff members (e.g., head coaches, managers) in officially approved top sport teams in Japanese universities. The coaching staff members shared online survey link and/or QR code with student athletes to ask for participation. A total of 556 student athletes from 13 Japanese universities in Tokyo area who compete in 23 sports (e.g., rugby, basketball, soccer, kendo) participated in the survey. After removing 10 participants who did not answer a significant number of well-being items, data from 546 student athletes were retained for further analyses (387 males; Mage = 19.83 years, SD = 1.00). The findings demonstrated reliability and validity of SAWBF. Coaches and staff members can utilize the framework to multi-dimensionally understand well-

being status of their student athletes, potentially boosting adaptive behaviors. The current research contributes to collegiate sport organizations not only to improve student athletes' well-being, but also to enhance organizational effectiveness. The detailed summaries of the results will be discussed at the conference.

NCAA NAME, IMAGE, AND LIKENESS RIGHTS AND F-1 FOREIGN STUDENT-ATHLETES

Stephen Hankil Shin

Belmont University, United States of America

American university and college campuses have been major multinational and multicultural academic communities. In American intercollegiate athletics, the unique place emphasizing athletics, international student-athletes come to the U.S. to compete in sport competitions while enrolling in schools. According to the National Collegiate Athletic Association (NCAA), there are over 20,000 international student-athletes enrolled and competing at NCAA schools, and 13% of Division I athletes and 7% of Division II athletes were from overseas in 2020. Intercollegiate athletics is facing the most significant changes in the history of collegiate sports. Effect on July 1, 2021, athletes who are U.S. citizens or lawful permanent residents are provided varying degrees of new opportunities to make profits from selling their Name, Image, and Likeness (NIL) rights based on a mixture of new state laws and NCAA rules changes. However, foreign student-athletes on F-1 visas face different considerations. Their immigration status and ability to remain in the U.S. may be affected by how they receive benefits from using their NIL. According to the U.S. Department of Home Security (DHS), F-1 foreign student status certified by the DHS is not allowed to work for pay outside of certain approved types of employment, either on campus or training/playing field. The panel discussion format within the symposium is expected to discuss how the issues of the employment status of F-1 foreign student-athletes can be addressed at the level

of DHS so that they can have equal ground to reap the benefits as their American peers.

GAMIFIED AND ONLINE ACTIVITIES FOR LEARNING TO SUPPORT PLAYER DEVELOPMENT MANAGERS (PDM): EXISTING PRACTICES IN TRAINING

Inga Staškevičiūtė-Butienė¹, Irena Valantine¹, Tsiatso Thrasylvoulos², Stella Douka², Lidia López³, and Andreas Avgerinos⁴

¹Lithuanian Sports University, Lithuania; ²Aristotle University of Thessaloniki, Greece; ³Asociación de Jugadoras de Fútbol Sala AJFSF, ⁴European University Cyprus, Cyprus

The newly devised PDM role represents a novel approach to provide generalist support to the athletes, and their immediate network, within this context (Stansen & Chambers 2019). The role of the PDM is to promote the personal development and wellbeing of players through empowering them to take ownership of their own development both on and off the sporting field. In other words, there is a clear need to support the dual career of athletes by a dedicated PDM. This need has already documented by the World Players Association (WPA). In their "World Player Development Standard", WPA refers that: Every player should have sufficient access to qualified PDMs to support his or her personal development and wellbeing (Action H.3); One of the key purposes in the world of sport should be to elevate the profession of the PDM by elevating and enhancing the status and quality of the profession of the PDM within sport, and to provide PDMs with essential guidance in the performance of their duties (Action H.4). A learning culture should be developed whereby each sport – acting independently and in collaboration with other sports – advances best practice, common learning and knowledge especially through the development of the expertise and capability of PDMs (Action H.5).

It is fully relevant to the objectives of the European policies in the field of sport by promoting education

in and through sport with special focus on (a) supporting skills development in sport, (b) encouraging Dual Careers of Athletes (c) promoting the quality of coaching and staff and (d) promoting employability through sport. The aim of the current study was to collect the existing practices in PDM training and needs to ensure the provision of the necessary competences for the implementation of the DC for Athletes. In order to collect the existing practices in PDM training and needs a quantitative research was chosen. The empirical study involved representatives of the target group (athletes, PDM, coaches, sport science students) in seven countries (Greece, Cyprus, Spain, Germany, Lithuania, Portugal and Italy). The survey methodology and questionnaire are currently being developed and data collection is ongoing. A total of 600 target group representatives from named countries are expected to be questioned. Results of the study will be presented during the conference.

DIGITAL TRANSFORMATION TRENDS IN SPORTS EDUCATION INFLUENCING THE FUTURE SPORTS BUSINESS PROFESSOR: CHALLENGES AND IMPLICATIONS

Liandi Van den Berg and Jhalukpreya Surujlal
North-West University, South Africa

The 4th industrial revolution's digital transformation has challenged every aspect of life. In addition, the COVID-19 pandemic accelerated the technological impact on our social, professional and educational domains. Higher Education Institutions (HEIs) were necessitated to make substantial changes to their educational frameworks and methods of instruction and assessment. In this regard, the augmented digital transformation provided numerous challenges and implications for university professors' workways and competencies. The current global discourse on the re-skilling and up-skilling of employees necessitates research on the specific competencies needed by university professors as the primary educators of the future work-

force. The study aimed to identify the digital transformational trends in HEI and the associated challenges and implications for the future sports business professor. The study conducted a literature review according to a specified method, including 1) protocol development, 2) identification and extraction of research, 3) content analysis, and 4) synthesis. The process resulted in 31 documents included for analysis, where the digital competencies framework for lecturers in higher education (Uerz et al., 2021) was used as the theoretical framework to analyse the identified challenges and implications of digital transformation. The deductive and inductive coding was applied using AT-LASSti.TM software resulted in the identification of meaning units that were grouped into categories and themes within the theoretical framework. The findings identified ten digital transformation trends in higher education, including improved accessibility and access, augmented- and virtual reality, classroom devices, redesigned learning spaces, big data and artificial intelligence, personalized learning, gamification and security. In addition, the findings indicate how the transformational trends impact the future sports business professors' needed competencies of designing, implementing and evaluating education, empowering students for a digital society, professional conduct as a lecturer, and digital literacy for lectures. The findings provide an integrated portrait of the future competencies needed by sports business professors according to global trends. It also provides recommendations on the challenges and implications of the digitally advanced sports educational environment.

USING LINKEDIN IN SPORT MANAGEMENT EDUCATION: A STUDENTS' PERSPECTIVE

Samuel López-Carril¹, María Huertas González-Serrano², and Christos Anagnostopoulos³

¹Universidad de Castilla-La Mancha, Spain; ²Universitat de València, Spain; ³Hamad Bin Khalifa University, Qatar

Social media are digital tools that are playing an important role in the sports industry ecosystem (Hull & Abeza, 2021). Athletes, fans, coaches, journalists, institutions, among others, use them daily to interact and pursue their goals (López-Carril et al., 2021). Therefore, sport managers should know how to use them for professional purposes (Pate & Bosley, 2020), and consequently, it is relevant to offer training to sport management students to address this demand. Despite this, the literature on social media in sport management education is still scarce (Lebel et al., 2015). The aim of this study has been to examine the perceptions of sport management students towards social media after using LinkedIn in class. The intervention with LinkedIn was developed during the academic year 2020-2021 with a group of 61 sport management students from the University of Valencia. The 80.3% were men and 19.70 women, with a mean age of 21.69 (SD=2.34) years. During a semester, an online teaching-learning environment was designed through a private class LinkedIn group. In it, faculty periodically proposed debate activities. Furthermore, students had to create a LinkedIn profile, develop its different sections, and look for groups and contacts related to their professional interests.

The questionnaire created by López-Carril et al. (2021) was used to determine the students' perceptions of the potential of social media as a teaching tool. It is composed of 12 items divided into three dimensions: 1-social media as a university teaching-learning tool, 2-social media as a professional profile development tool and 3-social media as a tool to interact and get informed about the sports industry developments. A six-point Likert ascending scale ("1" means strongly disagree and "6" means strongly agree) was administered both before the start of the LinkedIn intervention (pre-test) and after its completion (post-test), through the LimeSurvey platform. All participants signed an informed consent form. In all items except "Mastering social media can make it easier for me to start a business", higher means were obtained in the post-test than in the pre-test. Considering the three dimensions of the questionnaire, in the first dimension, significant statistical differences ($p > .05$) were obtained in all

items. In the second dimension, only in the item: "Social media can help me in my professional development". Finally, no significant differences were found in the third dimension. Sport management students perceive the use of social media positively as a teaching tool in university classes, coinciding with earlier studies (e.g., López-Carril et al., 2021). In addition, although in a weaker way, they also see the possibilities offered by these digital platforms to develop their professional profile. Finally, there is no evidence that students perceive social media as a tool for interacting with or being informed of industry developments. The findings of this study can serve as a starting point for future didactic interventions where social media are used in the classroom.

TED TALKS IN SPORT MANAGEMENT CLASSES TO DEVELOP STUDENTS' ENTREPRENEURIAL SKILLS AND INTENTIONS

Samuel López-Carril¹, María Rodríguez-García², and Alejandro Lara-Bocanegra³

¹Universidad de Castilla-La Mancha, Spain; ²Universitat de València, Spain; ³Universidad de Sevilla, Spain

Higher education institutions have reinforced the importance of entrepreneurship education in students to reflect real-life scenarios and to increase their chances of achieving their professional dreams (González-Serrano et al., 2021). To this end, universities attempt to awaken entrepreneurial skills and the entrepreneurial intention of students (González-Serrano et al., 2017). In pursuit of these objectives, teachers are exploring new educational proposals. Among the various options, TED Talks, recorded videos of up to 18 minutes where the speaker shares his knowledge on one or more topics to inspire the audience, have proven to be a resource for teachers that has a positive impact on student learning (López-Carril et al., 2020; Romanelli et al., 2014). Regrettably, there are scant studies in the literature on sport management education that delve

into this topic. To share the analysis of the perceptions of sport management students who experienced an educational intervention where TED Talks were introduced to develop their entrepreneurial intention and skills. The educational intervention was developed on a trial period during the academic year 2021-2022 with 25 students enrolled in the course "Resource Management in Sport", from the 4th year of the degree in Physical Activity and Sport Sciences (University of Valencia, Spain). For the course 2022-2023 a total of 27 students are participating. The educational intervention is expected to end in December 2022. TED Talks are introduced during three phases through the active learning methodology: 1-The students visualize three out of ten TED Talks chosen by the faculty and deliver an assignment where they reflect on their content from an entrepreneurship point of view; 2-The students prepare their own TED Talk of between 3 and 5 minutes and record it; 3-All students co-evaluate a total of two TED Talks of their classmates following a provided rubric. Additionally, a total of ten students selected by faculty and students performs their TED

Talks in a live performance during a final gala that serves to close the educational intervention.

To assess the impact of the use of TED Talks, a questionnaire including several scales was used: 1-the Entrepreneurial Intention Questionnaire (EIQ) of Liñán and Chen (2009) used in the past in the context of sport sciences (e.g., González-Serrano et al., 2017; González-Serrano et al., 2021) and 2-the "TED Talks Sport Management Scale" of López-Carril et al. (2020), used to explore the educational potential of TED Talks in sport management education. The questionnaire was passed both before starting the educational intervention (pre-test) and afterwards (post-test) through the LimeSurvey platform. All study participants signed an informed consent form, and their anonymity was guaranteed. This study is still in progress. For the WASM Conference we expect to have all the results to be presented and discussed. Nevertheless, preliminary results suggest that TED Talks are perceived by sport management students as a positive resource to develop their entrepreneurial skills and entrepreneurial orientation.

YOUTH SPORT PARENTS' PERCEPTIONS OF CONCUSSION LEGISLATION: WHAT NEEDS TO BE IMPROVED?

Sungwon Kim¹ and Daniel Connaughton²

¹*St. John's University, United States of America;*

²*University of Florida, United States of America*

In an effort to decrease the high incidence and severity of youth sport concussions, all U.S. states enacted legislation (2009-2014) to improve awareness, diagnosis, and management of concussions. Although all concussion laws are based on three core provisions (i.e., concussion education, removal from play, medical clearance), variations exist among states which can create inconsistencies in implementation. In an attempt to standardize practices, a few states have amended their original legislation by adopting the latest best practices in concussion safety (National Conference of State Legislatures, 2018). Despite inconsistencies among states and the need for additional legislative amendments, research examining the public's perceptions about concussion legislation is scarce. To date, limited research has been conducted on concussion legislation. The majority of studies have focused on the legislative effects, such as concussion rates and related healthcare utilization (Bompadre et al., 2014; Mackenzie et al., 2015; Yang et al., 2017), and compliance issues in interscholastic sports (Coxe et al., 2018; Davies et al., 2018; Kajankova et al., 2017). To our knowledge, no studies have examined youth sport parents' perceptions about concussion legislation. Understanding what parents believe about concussion legislation is particularly important since they play a vital role in caring for the health/wellbeing of their children and can also advocate for future legislative amendments to improve the laws' effectiveness. This presentation will discuss the results of a study that examined youth sport parents' perceptions about the need for additional legislative components (i.e., best

practices in concussion safety) not found in their state statutes. An online questionnaire was developed after a comprehensive literature review (Harvey, 2013; Kim et al., 2017; Lowrey, 2015). Eight a priori items (Cronbach's $\alpha = 0.91$) were utilized to examine parents' perceptions about the need for additional legislative provisions. All survey items utilized a 5-point Likert scale (not a priority to essential). Participants were recruited by the Qualtrics Research Services. Findings suggest that parents ($n = 430$) perceived the following legislative provisions as the most needed: requiring parent notification when a concussion is suspected/diagnosed ($M = 4.24$); regularly updating concussion safety information sheet with best practices ($M = 4.15$); and imposing a penalty/sanction should a youth sport program fail to adhere to the legislation ($M = 4.11$). Items with the lowest perceived priority were: limiting high-risk activities during practices ($M = 3.97$); requiring a maximum amount of time for full-contact activities ($M = 3.98$); and requiring standardized forms (i.e., baseline cognitive tests) for pre-sports participation ($M = 4.00$). The majority of parents provided support for amending their states' concussion statutes by identifying several provisions that could increase the use of best practices in concussion safety. Such findings have implications for state lawmakers when considering amendments to their statutes. With best practices in concussion safety regularly changing based on growing scientific consensus (Harvey et al., 2015), continued efforts to amend legislation is necessary to better protect youth athletes from concussions.

FACTORS REQUIRED FOR THE IMPLEMENTATION OF A SUCCESSFUL NATIONAL ELITE SPORT POLICY

Nadim Nassif

Notre Dame University - Louaize (NDU), Lebanon

As De Bosscher et al. (2015) have advocated, the success of a country in sport can only be achieved with the implementation of a well-defined elite sport policy. However, the elaboration of the latter is conditioned by countries' political, economic, cultural, and demographical backgrounds, which are the macro-level factors identified by many scholars that undertook research on the variables that lead to success in elite sport. In order to find out which of these factors have the highest incidence, we looked for an index that measures the performance of all the countries taking part in international competitions. Instead of using the Olympic Medal Table, which by only rewarding the top three placed competitors in every event can only include a limited number of countries, we took the World Ranking of Countries in Elite Sport (WRCES), proposed by Nassif (2018), that allows the 206 countries that have National Olympic Committees (NOCs) to be listed. By ranking all the countries, our goal was to give a holistic comparative approach to identify what are the most determinant factors required for the implementation of a successful national elite sport policy. For this purpose, the correlations of the 2014, 2015, 2016, 2017, 2018 and 2019 versions of the WRCES with the population, Gross Domestic Product (GDP) and research output rankings were measured. These calculi have showed us that that the correlation between population and sports results is weak (less than 0.4), the one between GDP and sport results is strong (more than 0.7), and the one between research output and sport results is very strong (around 0.8). Considered by mainstream media, sport administrators and some scholars to be an asset, population actually does not give an advantage. Its impact is indeed reduced by six factors that have a higher importance: wealth, scientific knowledge, political interest, cultural interest, geography and genetics. The purpose of our work is to show that these six factors must be considered by researchers when they want to analyze countries overall performance in sport and by national sport governing bodies when they want to implement an elite sport policy.

APPLICABILITY OF AN EXECUTIVE COACHING PROCESS IN A BRAZILIAN NON-PROFIT SPORT ORGANIZATION

Raquel Vieira Nakamura and Flávia da Cunha Bastos

University of São Paulo, Brazil

During unstable times, manager's performance is essential because the manager is the one who most impacts the organization's achievements. In this situation, new knowledge and competencies are required to adapt to new demands (Wohlfart et al., 2020). One way to develop competencies in the organizational environment is through Executive Coaching (Athanasopoulou & Dopson, 2018). Despite research on Executive Coaching (EC) is widely used in different areas, no research was found regarding its application in Sport Management (SM) (Nakamura & Bastos, 2021). This research aims to verify the EC's effects and applicability in an organization which develops a sport program. An exploratory and descriptive research was carried out, using a qualitative approach (Li et al., 2008), done by case study (Yin, 2001) and action-research (Gil, 2006) in 3 phases – diagnosis, application and post EC process evaluation. Data was treated by descriptive and content analyses, and by a final triangulation. Results related to the manager's performance showed that the coachee demonstrated that he developed an understanding of new perspectives, more awareness about himself, the organization and the context, defined new strategies to adapt to new demands and focused on prioritization. Regarding organization performance, a new direction was defined in relation to the organization's sustainability and strategies, such as better sponsor's relationship and loyalty and better use of social medias. Therefore, results evidence the Executive Coaching's applicability to the case studied in the SM context as well as verified in other areas (Menegaz et al., 2020; Watling & LaDonna, 2019). Theoretical and practical contributions are the advance of organizational training, and individual and organizational performance in Sport

Management literature, and the applicability of Executive Coaching to achieve SM professional's highest performance. Future research may analyze how EC would respond in different SM's contexts.

SPORTS PUBLIC POLICIES IN PORTUGAL: STUDY OF THE METROPOLITAN AREA OF LISBON

Tiago Figueira and Mário Teixeira

University of Évora, Portugal

This scientific research seeks to understand the Public Sports Policies, particularly the Policies, Programs and Actions made available by the Municipalities with the aim of promoting and supporting physical and sporting activity, that is, "what does the Municipality do, why and what consequences revert to the Municipality, with reference to the legal attributions and competences assigned to it" (Januário, 2010). Given that it would be impossible to study the Public Sports Policies of all Portuguese Municipalities, this investigation focused on the Policies formulated by the Municipalities of the Metropolitan Area of Lisbon, through the study of six Municipalities with direct relation to natural water plans and that share borders. Among its various functions, greater emphasis was placed on sports policies and on the programs and activities these provide and support, seeking to nominate the activities, highlight the target audience, the objectives to achieve and, whenever there is information available, the obtained results. Methodologically we used a qualitative and interpretative approach, having been applied an analysis model that included indicators of structural, financial, strategic and inter-municipal nature. Data collection was carried out in 2017 and 2018, using Document Analysis and Guided Interview with Municipal Responsible for Sport. These Municipalities have as main objective to develop a "Sport for All" policy, with sports offer for all segments of the population and that integrates all types of sports practice. As strategic objectives were also mentioned the in-

crease of the ratios of sports practice and the development of outdoor sports. The value attributed to the Municipal Department / Division responsible for managing sport in these six Municipalities varies between €500,000 (Municipality of Setúbal) and €7,259,968 (Municipality of Lisbon). These six Municipalities contain more than three thousand Sports Facilities, mostly in Good or Reasonable State of Conservation (88%), but none reaches the Reference Values of Sports Useful Area and only one reaches the national average of Sports Participation. They provide and support sports programs and actions for the entire population, existing a specific offer for certain segments of the population. The public sports policies implemented by these Municipalities operate at various levels from which we highlight sport practiced in a school environment, nautical sports, the organization of sporting events, the support for the associative movement and the sport for People with Disabilities. We conclude that: 1) everyone tries to democratize the practice of sports and fulfills the legal attributions, although they intervene in different ways; 2) it is necessary to increase the relevance of sport in the municipal organics, its intervention in the 1st Cycle Basic School Sports Program and the budget allocation; 3) all have a Municipal Policy for the Promotion of Nautical Sports; 4) it is necessary to develop the Sports Offer for Persons with Disabilities and bet on Intermunicipal Synergies.

COMBATING HARASSMENT IN THE WORLD OF SPORT

Jura Cristian

Dimitrie Cantemir University / Court of Arbitration for Sport, Romania

The scientific demarche has as a main objective a better understanding of the specific mechanisms for combating harassment in the world of sport. We refer to the international mechanisms at the level of European Union based on certain Directives, the mechanisms of the Council of Europe, national mechanism, but also

the mechanisms based on sports law, including jurisprudence of the Court of Arbitration for Sport based in Lausanne, Switzerland. One of the most important instruments for combating harassment is Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin published in Official Journal L 180, 19/07/2000. In this Directive there could be found one of the legal definitions of harassment in art. 2 para 3. An important notice is that the Directive 2000/43/EC was transposed in all the member states of European Union. European Commission against Racism and Intolerance (ECRI) adopted General Policy Recommendation (GPR) 12 on Combating Racism and Racial Discrimination in the Field of Sport. ECRI sets up especially important mechanisms because ECRI is a human rights monitoring body which specializes in questions relating to the fight against racism, xenophobia, antisemitism, and intolerance since 2002. In 2019 begins the ECRI's sixth monitoring cycle. The European Commission against Racism and Intolerance (ECRI) is a human rights monitoring body which specializes in questions relating to the fight against racism, discrimination on grounds of 'race', ethnic/national origin, color, citizenship, religion or language (racial discrimination), xenophobia, antisemitism and intolerance. ECRI is a part of The Directorate General of Democracy ("DGII"). As a national mechanism, The National Council for Combating Discrimination (henceforth CNCD) is the "state authority in the area of discrimination; it is an autonomous body, with legal capacity, under parliamentary control". The institution acts also as a guarantor of the compliance and implementation of the non-discrimination principle, in accordance with the internal legislation in effect and with the international documents which Romania is a signatory to (art. 16 on G.O. no. 137/2000). During the exercise of its duties, the Council conducts its activity independently without any restrictions or influence from other public institutions or authorities. The Council is responsible for the implementation and control upon enforcement of the stipulations in the G.O no. 137/2000 in this field of activity, as well as for the harmonization of the stipulations in

the normative or administrative documents that contravene the non-discrimination principle. Based on a legal and solid definition of harassment, I will present two study cases: the activity of The National Council for Combating Discrimination in shaping monitoring and sanctioning mechanisms on harassment and Court of Arbitration for Sport relevant jurisprudence in combating harassment in sport. The main method of research used in the elaboration of this study is the content analysis – simple or comparative, as the case may be – approached in a manner specific to the research in the field of social-human sciences, respectively in the field of legal sciences. Therefore, this analysis is mainly qualitative (broadly speaking) and less quantitative, a few statistic aspects being however emphasized there where they are naturally completing the analysis of some qualitative aspects.

EVOLUTION OF THE GOVERNANCE SYSTEM OF PHYSICAL AND SPORT EDUCATION (PSE) IN MOROCCO

Mohamed Boukhalkhal, Abderrahim Rharib, and Youssef Siame

ENCG Casablanca, Morocco

In Morocco, PSE is a school discipline with a dual purpose, targeting educational and sporting objectives. It is subdivided into two independent and complementary entities, each with its own place in the schools. Its dual facet makes it a teaching PSE that promotes the development of cross-curricular skills through physical sports activities, and an environment for school sports competition and the detection of talented students. Given its particularity, PSE involves the intervention of several administrative, educational and sport actors, and obeys a particular structural organization. However, the human and administrative structuring of PSE does not date from today, but is the result of several developments initiated by colonialism. Since its introduction to schools, PSE has continued to evolve to its current form. Improvements in

PSE have been multidimensional, affecting human resources and their training, administrative and supervisory structures, and didactic, pedagogical and sporting choices. In this sense, our article consists in presenting the organizational framework, the actors and the key decisions taken in PSE over time. To do this, we carry out a documentary research based on comparative readings with benchmarks close to the Moroccan case, and we conduct interviews with resource persons. This approach will allow us to understand and present the PSE governance system over time.

STRUCTURES AND PROCESSES OF SPORTS RIGHTS TRANSACTIONS

Terje Gaustad¹ and Harry Arne Solberg²

¹*BI Norwegian Business School, Norway;*

²*Norwegian University of Science and Technology, Norway*

Media rights transactions require both global and local perspectives: Digital innovations in the media industry, intensifying existing scale economies in the production and distribution of media content, have been very favorable for the owners of the most popular products. It has allowed some, like the big five European football leagues (in England, Spain, Italy, Germany, and France), to substantially increase global sales. Consequently, leagues in mid-size and smaller markets, that still rely mainly on domestic media revenues, face stronger foreign competition for their local buyers' limited resources. We investigate how leagues in mid-size and smaller markets may efficiently carry out and structure their rights transactions under these circumstances. Economic issues related to the production and distribution of media sports rights have been addressed in the literature (Gaustad, 1999; Gratton & Solberg, 2007). Additionally, Solberg and Turner (2010) focused on the sale of media rights for club football, whereas Storm and Solberg (2018) did a comparison of club football and national team tournaments such as the FIFA World Cup. We draw on estab-

lished theoretical perspectives that are particularly relevant for the production and distribution of sports programming (Gratton & Solberg, 2007), but expand this stream of research by applying transaction cost economics (TCE) (Williamson, 1985, 1991) as our primary theoretical framework, supplemented and integrated with resource-based theory (Mayer & Salomon, 2006). The Norwegian Football Federation (NFF) serves as a case of a mid-size and smaller market sports organizations. Drawing primarily on data from in-depth interviews with sellers, buyers, and agents, supplemented with document studies, we have studied NFF media rights sales from the deal whose term started in 2005 through the one ending in 2028. Preliminary results show that despite efforts of building internal capabilities and resources, NFF is dependent on acquiring rights-dealing capabilities from middlemen. Furthermore, we find that their media rights transactions have grown more complex over time, increasing the demand for rights-trading capabilities. Preliminary results indicate that sports organizations relying on smaller local markets do not build rights-trading capabilities at the same pace as their buyers, and that local sports organizations therefore depend on acquiring these capabilities from middlemen to be able to complete efficient rights transactions.

THE IMPACT OF THE 2018 WATER CRISIS ON EVENTS IN THE WESTERN CAPE, SOUTH AFRICA – A STAKEHOLDER APPROACH TO RISK MANAGEMENT

David Maralack

University of Cape Town, South Africa

In 2018, Cape Town was gripped by three years of unprecedented drought, facing the worst of all disasters in 100 years. At the height of the water shortage between January and March, the spectre of “Day Zero” (Baker, 2018) contributed to panic (Maina, 2020), “imagery of chaos” and a “Mad Max Scenario” (Shepherd, 2019). The disaster put Cape Town on track to be the first major city in the world to run out of water,

threatening the Western Cape's major tourist and events season. The water shortage affected the safety, comfort and well-being of participants and visitors, affected large annual events such as the International Jazz Festival, Cape Town Cycle Tour, Two Oceans Marathon, and numerous smaller events, hosted between January and April. This resulted in event cancellations and implementation of numerous ad-hoc mitigation measures. This paper analyses the water crisis among six sport and culture events, utilising event risk management and stakeholder management approaches. Although a variety of definitions exist, risk management is defined as a "proactive process that involves assessing all possible risk to the event and its stakeholders by strategically anticipating, preventing, minimizing, and planning responses to mitigate those identified risks" (Leopkey & Parent, 2009a; Leopkey & Parent, 2009b; Ludvigson & Parnell 2021). The research aims to identify and discuss risk management strategies and practices among sport and culture events in the Western Cape, in a period of environmental insecurity (not ignoring post-Covid insecurity). The consequences of the environmental insecurities impact the planning and delivery of events, requiring redesigning the contours of the event, consequence management plans, adaptation mechanisms, and mitigation strategies. This study uses mixed-methods quantitative and qualitative approaches. Forming the backdrop, results of an online assessment of event, risk management and environmental strategies among 42 cultural and sport events between 2015-2019, is analysed. It is supplemented by in-depth interviews (2019-2021) with 6 events (food festival, mountain biking, trail running, mass participation road cycling and mass participation road running events in the Western Cape. A thematic content analysis was used. Analyses of environmental and risk management strategies, show that although events complied with statutory environmental plans, such as EIA, greening policy, waste mitigation, waste recycling and water usage planning, events and government departments are not well positioned to minimise their vulnerability to climate or environment related risks. It highlights the uneven event redesign, mitigation, adaptation, and

resource mobilisation strategies among stakeholders established to enable sustainable events. These findings add to understanding risk management strategies that event owners and stakeholders have adopted in crisis situations, suggesting a multidisciplinary research agenda.

POOR MANAGEMENT IN GHANAIAN FOOTBALL CLUBS CAUSING MIGRATION

Mariama Bukari¹ and Gerard Akindes²

¹*Hamad Bin Khalifa University, Qatar;*

²*Northwestern University, Qatar*

Ghana is known for having a rich sporting heritage, with football being the most popular sport (Alegi, 2010). As a result, Ghana has a plethora of football players with exceptional talent, many of whom are lost to clubs in Europe. Because football is becoming increasingly lucrative, it is critical to examine clubs' management systems, which will aid in determining how revenues are made. Apart from revenue, football clubs must concentrate on other functions to have a quality management system. Because of poor management in Ghana football clubs, great talented players are not well compensated, so they flee to Europe for a better salary when they have the least chance (Darby, 2008). Even Ghana's premier league's performance has declined as most young talented football players prefer to play in top-tier European leagues that pay well. To improve the organization of local clubs for the benefit of the premier league and the country, this study investigates how football clubs can improve league performance and how practices from European leagues can be instilled in improving the Ghanaian premier league. This study identifies the structure of football clubs in terms of organization and management, as well as the sources of funding for football clubs and the role of fans in football clubs, by collecting qualitative data from three Accra-based teams. Accordingly, the study identifies how these structures are to be put in place to aid in a better management system for the clubs. Finally, this research suggests philosophies that local football teams can use to improve their

management system, allowing the country's great talents to stay in the country rather than leaving for other countries.

SPORT MANAGEMENT AND EQUALITY: GENDER, PHYSICAL ACTIVITY, AND HEALTH EDUCATION IN COMPREHENSIVE SCHOOLS IN THE METROPOLITAN REGION OF RECIFE (BRAZIL)

Fabiana Monteiro Rolim¹, Mário Coelho Teixeira², André Dionísio Sesinando², and Vilde Gomes de Menezes¹

¹*Universidade Federal de Pernambuco, Brazil;*

²*Universidade de Évora, Portugal*

Understanding the school as a local of health promotion and education policies as well as a space for construction of healthy habits through dialogue of different knowledge, physical activity in a broad way, systematized and guided by physical education professionals, can be linked to important cross-cutting issues. Therefore, linked to education, health, productivity, community well-being, material well-being, emotional well-being (Ferreira et al., 2015), gender equality, the evolution of the definition of health throughout history has enabled the reflective approximation between its concept and social, educational and political issues. Within this approximation perspective, it becomes imperative to discuss the social function of physical education in the context of health education, constituted by a body culture historically created and socially developed around expressions of subjectivity of its actors (Souza Jr. et al., 2011). In this sense, this research aimed to identify the health education policies focused on the female population and their demands in full-time high schools in the Metropolitan Region of Recife, which include Physical Activity actions, through a qualitative research, using an integrative literature review and a documentary analysis as data collection tools, which culminated in the construction of a Synthesis Matrix whose narrative anal-

ysis presents the state of the art of the theme in question and identifies knowledge gaps, which can be answered by future studies. To this end, a search for scientific articles published in journals indexed in the Scielo, BVS and Capes databases was conducted between October and November 2019. Immediately afterwards, a documentary search was conducted on the webpages of the Pernambuco State Government, namely the Pernambuco Secretariat of Education and Sports, and the Pernambuco Secretariat of Women between May and July 2020, corresponding to the data from the transparency portal (Pernambuco, 2020), its annual Balances (Pernambuco, 2015 to 2019) and yearbooks (Pernambuco, 2007 to 2019), respectively, existing on the platform. In this way, we mapped the public policies formulated by the Secretariat of Education and Sports of Pernambuco, analysing the effectiveness of the health education policy in full-time schools in the Metropolitan Region of Recife, with a focus on adolescent girls, systematising the impacts arising from these policies and verifying their effectiveness for the health and well-being of the young female population, in this context. The results indicate that of the 23 actions/programmes/projects found in the Secretariat's balance sheets, only 5 try to respond to demands related to the gender theme, corresponding to 21.7% of the Secretariat's effort, but no action is directly linked to physical education classes or sport. Concluding that, despite the gender discussion being in the agenda of the state public education, as a State Policy, through the Gender nuclei, the Physical Education class and its pedagogical space is not a locus of actions of education in health and educational policies by the public school and the state management to discuss the theme.

FIFA AND THE REGULATION OF FOOTBALL CONTRACTS: NO FOOTBALL IS NOT A FREE MARKET

Walid Ben Salah

Zayed University, United Arab Emirates

Football is, without a doubt, the most popular sport in the world. You only need to read any newspaper, listen to the radio or watch television, or even consult any social network to realize the importance of football in the daily life of people. This sport regularly makes the headlines and monopolizes a significant part of the air-time of the radios and televisions. Millions of people follow football players and football clubs on social networks. This unparalleled popularity entails considerable financial stakes. The business of football has been expanding globally in all areas: player wages, transfer and intermediaries' fees, TV rights, sponsorship contracts, and spending on buying and investing in football clubs. Although heavily impacted by the COVID-19 pandemic, the economic weight of football has grown considerably in recent years. The 20 richest European clubs generated a total of 8.2 billion euros in 2019/20, down 12% from the previous season (9.3 billion euros). Spending on transfer fees also increased significantly from USD 2.85bn in 2011 to USD 7.35bn in 2019, "making the football transfer market an important part of the global economy". This immense market is heavily regulated by the Fédération Internationale de Football Association (FIFA). FIFA, which is the international governing body of world football, FIFA has exclusive authority to regulate areas that are global in nature. The control exercised by FIFA over the football business is particularly wide. It covers the regulation of contracts for professional players, international transfers of players, as well as the intermediary profession. Thanks to the binding rules with a global scope that it has drawn up, FIFA regulates and monitors player contracts. It sets the content of these contracts, their form, and the rules relating to their termination. FIFA Tribunal is also competent to rule on the disputes related to these contracts and sanctions those who do not respect this kind of contract. Also, the international transfer of players is regulated by FIFA. Those transfers are governed through an electronic administrative process called the FIFA Transfer Matching System (TMS). FIFA establishes the required documents to transfer a player and the transfer is effective only after the issuance of an ITC by FIFA. For certain transfers, FIFA obliges clubs

to pay indemnities (Training and solidarity indemnities). International transfers of minors are also regulated by FIFA. Should a dispute arise, FIFA Tribunal is competent to decide on it. FIFA's power also extends to intermediaries. After briefly abandoning the regulation of this profession, the boss of world football has regained control of this lucrative economic sector. FIFA also has the power to investigate and sanction infringements to its regulations related to football contracts. FIFA is thus, the legislator, the policeman, and the judge of a large portion of the business of world football. This research is based on research covering FIFA regulations and the case-law of its Tribunal as well as the case-law of the Court of Arbitration for Sport and aims to establish the scope of the regulatory power enjoyed by FIFA over football contracts.

SPORTS MANAGEMENT IN THE MUNICIPALITIES OF BRAZIL: ANALYSIS OF PUBLIC POLICIES IN THE METROPOLITAN REGION OF RECIFE

Isabela Santos¹, Mário Coelho Teixeira², André Dionísio Sesinando², and Vilde Gomes de Menezes¹

¹Universidade Federal Rural de Pernambuco, Brazil; ²Universidade de Évora, Portugal

Although it is essential to understand the expectations and behaviors of the population to promote an effective and qualified public policy in the field of sport, there is a clear gap in the relationship between demand and supply of sports at different levels in the Brazilian state. However, to be effective, it will be necessary to promote the application of several actions and sport programs in every field of sports. In this sense, public policies are defined as a set of actions and programs that are explained, systematized and placed in documents (laws, programs, financing lines) that guide public resources (Almeida & Gomes, 2018; Breus, 2007; Marivoet, 1998; Souza, 2006; Teixeira, 2009; Yang, 2014). Considering this premises, it is important

to analyse the reasons for this diversity in order to assess the existence or not of a specific development by the Municipalities of the Metropolitan Region of Recife (Brazil), on planning and development of public policies for sports and leisure offered to the population (Pedroso, 2010) Therefore, this investigation aims to analyse the offer of sport/leisure within the scope of local governments in the municipalities of the Metropolitan Region of Recife, in order to answer the following question: what has been offered through sports programs to the population of these municipalities in the Recife Region? The investigation used a descriptive analytical methodology from a quantitative and qualitative approach and a mapping of the sports programs in this Region was carried out, comprehending a total of 15 municipalities. We analysed the offer of public sports policies in the municipalities and based on this study, we identified the priorities regarding the provision of sport and leisure policies for the population in this region, by local governments, and the reasons and/or justifications that support such decisions. We concluded that the offer of public policies in sports, that the managers of the Metropolitan Region of Recife, who are responsible and have confluence in the effectiveness of public sports policies in the municipalities, and that, in addition, they can use the data to support the planning and management of sports offer adjusted to the needs of the population.

RISK MANAGEMENT: AN OPPORTUNITY FOR BUSINESS PERFORMANCE - THE CASE OF THE SPORTS EVENTS SECTOR

Malak Jibraili and Abderrahim Rharib

University of Hassan II, Morocco

Most events will always involve some level of risk, even if reasonable precautions have been taken. It is therefore essential that management identifies potential risks and implements appropriate measures to control them. This is normally done through the risk management process. Although risk assessment is ac-

cepted as an important element of the best risk management systems in many sectors, its application has not been widely recognized in the events sector. It is therefore important to understand the role of risk assessment and to place its contribution in the broader context of risk management. The process involves assessing all possible risks to the event and its stakeholders, and then avoiding, preventing, reducing, diffusing, reassigning, legalizing, or using relationship management to mitigate the identified risks. This information can be used proactively by the governing bodies to identify preventive interventions to reduce the risks. Therefore, the ultimate goal is to prevent risk from becoming a crisis. Effective risk management requires a systematic approach to controlling the extent and impact of potential losses.

DESIGNING A PERFORMANCE MEASUREMENT FRAMEWORK FOR NATIONAL SPORTS FEDERATIONS: EVIDENCE FROM MOROCCO

Zineb Jibraili

University of Chouaib Doukkali, Morocco

The notion of performance appears polysemous because it refers to several different meanings: economic (growth), financial (profitability), legal (solvency), organizational or even social (Bayle, 1999). It is clear that performance assessment requires a multi-criteria approach. As far as sports organizations are concerned, the notion of performance is still unclear. Indeed, in the sports world, the word "performance" is primarily associated with sports performances by athletes and teams. Everyone can see sporting success from their own point of view. Some relate it to participation in large-scale competitions, obtaining medals, good ranking. Others associate it with promotion, which is synonymous with popularizing the practice of sport. When we are talking about sports sector, we have to focus on the case of sports federations. Thus, according to Bayle (2007), the Federations are characterized by: the multiplicity of the aims pursued, the mixed

mode of financing (public-private), the presence of a mixed team which brings together volunteers and employees and sometimes State officials, as well as its membership of national (Moroccan sport model) and international (International Federation, International Olympic Committee, etc.) regulatory systems. On this basis, studying the performance of this type of organization is quite delicate, due to its subjective and multidimensional nature. The objective of this work is to study performance in the field of Moroccan Sports Federations and to present performance measurement indicators and a dashboard that will allow it to be managed. In view of the context presented, the main question of this work is the following: How can we manage the organizational performance of Moroccan Sports Federations? Responding to this issue guides us towards a questioning: What are the dimensions of the organizational performance of Moroccan Sports Federations?; What are the indicators for measuring the organizational performance of Moroccan Sports Federations? To do this, we have chosen to adopt a positivist epistemological posture, with a quantitative method that will allow us to test the performance measurement indicators retained from the literature in the Moroccan context. We based ourselves on a questionnaire sent to all the Moroccan federations, 36 in number. We are therefore carrying out an exhaustive study. The analysis of the responses of the interviewees was made through the two software SPSS to describe the results and Smart PLS to verify and confirm the validity of the measurement indicators and therefore of the model which will allow the management of the performance of these organizations.

IDENTIFYING KEY STRATEGIC LEADERSHIP BEHAVIORS OF SPORT BUSINESS EXECUTIVES INTRODUCTION

Lauren Johnson

New Jersey City University, United States of America

In professional sports, business executives are the

leaders who design, implement, and evaluate the strategic mission and goals of the organization. The influence that these executives have on an organization can be the difference for a team that continuously innovates and succeeds or a professional sport team that is unable to adjust to challenges and opportunities. Strategic leadership encompasses the ability to accommodate and incorporate internal and external business environments of an organization and to manage and engage in complex information strategizing (Rowe, 2001). In sport specifically, researchers have acknowledged the impact that strategic leaders and their actions have on organizational effectiveness and performance (e.g., Pifer et al., 2020; Welty-Peachy & Burton, 2012; Zhang et al., 1997). Sport business leaders are not just evaluated on revenue generation, but also success on the field of play, community impact, social awareness, and the rapid globalization of the industry (Westerbeek & Smith, 2005). Leaders who wish to separate their organization from others must be innovative and continuously look for ways to adapt to the complexity of their industry (Zhang et al., 2014). In an effort to understand the qualities that leaders possess, this study aims to identify the strategic leadership behaviors of professional sport executives and build a framework of common knowledge, experiences, and skills. To examine innovative strategic leadership behaviors, an adaptation of three functions of strategic leadership proposed by Samimi et al. (2020) are modeled to form a framework for this study. This framework focuses on three behaviors based on strategic leadership: strategic decision making, motivating and influencing, and engaging with external stakeholders. Through a qualitative inquiry, this paper looks at five sports business leaders and their lived experiences and develops a framework of five distinct behavioral qualities of innovative sport business leaders.

RESTRUCTURING COLLEGE FOOTBALL FOR ITS NEW REALITY: AN ANTITRUST ANALYSIS

Drew Thornley

Stephen F. Austin State University, United States of America

Fresh on the heels of the United States Supreme Court's unanimous *NCAA v. Alston* ruling that the National Collegiate Athletic Association's (NCAA) limiting education-related benefits violates federal antitrust law and the commencement of players' abilities in many states to earn revenue from their names, images, and likenesses, Texas and Oklahoma (the two most powerful, wealthy members of the Big 12 Conference) have begun their departure from the Big 12 to the Southeastern Conference, and four schools--Brigham Young University, University of Central Florida, University of Houston, and University of Cincinnati--have accepted subsequent invitations to join the Big 12. Suffice to say that college football is undergoing major changes, with even more surely to come. This is good news, as college football needs to evolve, if it wants to achieve its full competitive and economic potential. The reasons for this are fairly straightforward: There are simply too many teams in the top conferences, while there are so few "top" teams. Of the 65 schools in the NCAA Division 1 Football Bowl Subdivision (FBS) Power 5 conferences (explained below), only 10 schools have won (or shared) the FBS national championship in the past 20 seasons. Meanwhile, of the 65 schools in the NCAA Division 1 Football Bowl Subdivision Group of 5 conferences (explained below), zero have won (or shared) the FBS national championship during the same span. Given that each school is allowed 85 scholarship players, the talent gap among the powerhouse schools and the rest is enormous, since the top players disproportionately join the best teams. And with the richest schools only getting richer, relative to the rest of the schools, college football is, like it or not, a world of the haves v. the have nots. Moreover, in terms of popularity and revenues, big-time college

football (meaning that which occurs within the NCAA's Division 1 FBS Power 5 conferences) bears little resemblance to all other collegiate athletic programs (football and non-football), and being yoked with those programs under the governance of the NCAA is an albatross around college football's neck. Far from bemoaning the recent changes to the college-football landscape, it's time to embrace them, not least because of the increasing legal/financial rights of players and the precarious financial situation of athletics departments and universities in general. Moreover, the current NCAA-governance structure is woefully inadequate to balance the needs of so many college-football programs, particularly given the enormous differences in their financial situations and in their relative success on the field. So, what should be done? A number of options for the restructuring of college football could improve on its current configuration. Each option is feasible, from a legal standpoint, and each would be good for college football as a whole, both in terms of finances and in terms of competition. Part I of this article examines the NCAA's current governance of college football. Part II proposes a number of possible ways to restructure college football that would, in the author's view, improve both the competitiveness of college football in general and the finances of at least the most successful teams. Part III explores various antitrust questions and issues that would be present, should any of the author's proposals be pursued. Appendix A gives the author's hypothetical configurations for each of the author's proposed restructuring options, while Appendix B lists NCAA Division 1 FBS conferences and their respective member institutions.

THE NUMBERS GAME: QUANTIFYING SPORT GOVERNANCE

Vassil Girginov

Brunel University London, United Kingdom

Codes of good governance (GGC) in sport have grown in significance and constitute an essential part of the

profile of national or international sport organizations. Codes are a system of symbols used to represent assigned meanings, but they are not merely neutral and apolitical description of reality. GGC represent abstract social constructs, designed by experts and which utilize aggregate numbers to depict how an organization is governed. Most studies on sport governance have largely overlooked the fact that sport organizations are complex open systems nested in a variety of political contexts. This study builds on the sociology of quantification framework (Espeland & Stevens, 2008), which sees quantification as a social action with multiple purposes and meanings. The framework proposes five sections of quantification 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, and suggests that these purposes and meanings can only be understood in specific contexts. Using a document analysis (Prior, 2008), the study examined three international GGC (Association of Summer Olympic International Federations, 2020; Sport Governance Observer, 2018; Sport 4 Good Governance by the European Olympic Committees, 2012), and two national codes developed by the Australian Sport Commission (2020) and UK Sport/Sport England (2017). The five GGC reviewed represent paymaster serving concepts as they are overly normative and subscribe to an abstract model of promoting good governance. Indicators should reflect the mission, values and strategic objectives of sport organizations. The quality of any governance measures is judged by how they fulfill three fundamental roles including as an accountability measure, as a measuring instrument and as a research instrument (Greer et al., 2016). These roles are critical for assuring sport participants and stakeholders that (i) sport organizations have sound structures and policies in place that guarantee the quality and safety of their services (i.e., accountability); (ii) organizational performance is in line with the stated mission and strategic objectives (i.e., management); and (iii) measurements are used to identify governance arrangements promoting best practices and capable of rectifying issues (i.e., research). The GGC reviewed partly fulfill

the first fundamental role of measuring governance in that they capture some structural and processual aspects, such as the composition of Boards and the presence of election policies, but largely neglect the quality, range and accessibility of service provision. There was an apparent lack of alignment between the GGC issuer organization's mission and most of measuring indicators unless, one engages in an elaborate interpretive exercise, which automatically undermines the accuracy and validity of the indicators. Regarding the research instrument role of governance measures, the scores they provide offer some insights into the presence or absence of certain structures and policies, but these indicators are largely ineffective for research purposes because they fail to address the much more important how and why questions of governance.

QUALITATIVE TEXT ANALYSIS ON THE EVOLUTION FEATURES OF CHINA'S SPORTS INDUSTRY POLICY

Shangjun Zou, Songhui You, and Zhiyuan Wang
Tongji University, China

Despite the impact of COVID-19, the development of China's sports industry has been strong in the recovery of national economy, but there is still a big gap compared with culture and tourism industry. Therefore, this paper attempts to explore the evolution process and features of China's sports industry policy from multiple perspectives, with a view to improving the policy implementation performance and facilitating sports industry's high-quality development in the new era. Based on CNKI, Web of Science and EBSCO databases, this paper mainly reviews the literature on sports industry policy and policy change theory, and further extends an analysis on four theories applied in this article, including government attention, grounded theory, policy diffusion and intergovernmental relations. 1) Redefine the evolution stage of China's sports industry policy through inductive reasoning. 2) Wordcloud is used to visually analyze the content of policy samples, combined with the use of discourse

analysis to identify the high-frequency keywords of each sample. 3) Based on grounded theory, Nvivo software is used to conduct qualitative text analysis on three policy samples and complete three-level coding. 4) Record the diffusion time of 31 provincial governments on three policy samples, using mathematical statistics to calculate the number of policies issued each year and draw the policy diffusion curve to compare the characteristics of policy diffusion in different periods. 5) Use Ucinet software to draw the cooperation network map of policy samples' executive subjects, and identify the core departments of China's sports industry policy at different stages. 1) The change process of China's sports industry policy can be divided into Active Exploration Stage (1993-2008), Rapid Development Stage (2008-2018) and Quality Improvement Stage (2018-present). 2) By comparing the development objectives of sports industry and its positioning in the national economy over time, this part provides a theoretical basis for predicting the policy orientation of sports industry and adjusting the allocation of government attention. 3) Taking "Statistical Classification of Sports Industry (2019)" as the coding criterion, this part extracts the core industry categories focused by the policy text, aiming at optimizing the policy structure of China's sports industry. 4) According to the seven geographical administrative regions of China, this part explores the mechanism and path of provincial governments promoting sports industry policy diffusion and its possible influencing factors from the spatiotemporal dimension. 5) Quantitative indicators of intergovernmental relations such as the number of nodes, connections and network density are calculated by using social network analysis.

DEVELOPING THE FRAMEWORK OF BUSINESS ECOSYSTEM IN SPORT ORGANIZATION ANALYSIS: A CASE STUDY OF JLEAGUE AND CHINESE SUPER LEAGUE

Ziyuan Xu, Yuanyuan Cao, and Hirotaka Matsuoka

Waseda University, Japan

With the progress of globalization and digitalization, the focus of competition between companies and industries has shifted from a single product or service to a larger range (Inoue, 2010). The industry analysis model has been transformed from value chain to focal firm platform and then expanded to the business ecosystem (Rong et al., 2018). In recent years, research on the business ecosystem in the sports industry has slowly begun to appear. However, these works mostly stay in the descriptive stage. Research studies on business ecosystem governance mainly have adopted theoretical research methods, lacking empirical research and case studies (Cui & Li, 2017). This study attempts to introduce business ecosystem theory to the analysis and governance of professional football leagues to have an in-depth comprehension of the mechanism of business ecosystem operation and leagues management. Using a detailed empirical study of the JLeague and the Chinese Super League as cases, this project aims to clarify the framework and optimize the value exchange process of the business ecosystem of professional sport leagues. The findings of the study will make an original contribution to both the academy and practical side. The concept of business ecosystem has been used to describe the environmental structures and business patterns within a specific business setting. Its component is an economic alliance that includes companies in a competitive environment centered on core companies. It adopted the perspective that companies co-evolve with each other through the interaction of competition and cooperation between companies (Moore, 1993). The foundation of business ecosystem resembles a complete value chain. Its complex network structure is more stable than a single value chain or multiple value chains. (Peltola et al, 2016). Vos (2006) first proposed the concept of business ecosystem governance. Five perspectives can be extracted regarding the research on business ecosystem governance, which is resources, capabilities, innovation, value, and hybrid organization (Cui & Li, 2017). This study combined expert consulting and free listing to construct the framework. Experts of the football business are selected from academic and practical fields in both China and Japan. The analytic hierarchy process

will be used to figure out the different importance of indicators and paths. Results and discussion will be presented at the conference.

GLOBAL PERSPECTIVES OF PROFESSIONAL SPORT'S RETURN TO PLAY DURING COVID-19

Brandon Mastromartino¹, Michael L. Naraine², and Lauren M. Johnson³

¹Southern Methodist University, United States of America; ²Brock University, Canada; ³New Jersey City University, United States of America

In the early stages of 2020, professional sport organizations were put on hold due to the COVID-19 pandemic. After a brief pause in play, professional sport teams began to develop plans to return to the field of play, forcing them to rethink the day-to-day operations of their business (Mastromartino et al., 2020; Skinner & Smith, 2021). Although there was an eagerness to resume normal sport activities, across the globe, sport organizations faced tremendous challenges in developing plans for a return to play amidst the pandemic (Naraine & Mastromartino, 2021; Quansah et al., 2021). This poster reviews the literature highlighting the challenges organizations faced and the strategies employed to return sport to the field of play. Specifically, the poster compares these challenges through a global lens and examines the differences in negotiations with labor, fan relations, and government restrictions among various countries around the world. Additionally, this poster reviews the literature that highlights the outcomes of these new strategies and highlights research on how obstacles faced in a return to play resulted in new technologies, athlete development, and innovative business practices (Andreato et al., 2020; DiFiori et al., 2021; Drewes et al., 2021; Mastromartino & Naraine, 2021; Schinke et al., 2020). Although COVID-19 is the primary focus of this research, this review also offers important implications for sport organizations when facing the loss of the core sport product (such as labor

disputes, safety concerns, or health issues) that prevent the sport from being played. These include placing a priority on digital infrastructure, continued focus on technological advances, and enhanced communications with key stakeholders. The research of this time provides key learnings for sport managers and academics alike as the world moves forward from the COVID-19 pandemic and into a new era of global sport.

A DOCUMENTARY ANALYSIS ON THE PLAUSIBILITY OF SPORTS FOR DEVELOPMENT INITIATIVES IN EASTERN EUROPE BEFORE AND AFTER THE COLLAPSE OF THE SOVIET UNION

Caroline Hogg and James J. Zhang

University of Georgia, United States of America

The lack of stability among governing bodies in Eastern Europe due to the collapse of the Soviet Union, and the subsequent failure of the acceleration of the free market in this region, has resulted in corruption and institutional inertia prompting the continuation of match fixing and the emergence of talent draining (Balogh et al., 2021; Woźniak, 2018) among the sport leagues of Poland, Ukraine, and Russia by crony capitalists and violent entrepreneurship (Riordan, 2007). This challenging situation has suffocated the current possibility of non-illicit capital being invested into the sport industry and organizations of Eastern Europe, which could have been a means of local development (Davis, 2004; Veth, 2014). Rather than continuing to be a breeding ground for violent nationalism and being utilized by organized crime as smokescreens for their illicit activities (Mills, 2009), well developed sport programs could play a constructive role in the foundation of democracy and promotion of life quality in this region (Collins, 2004; Davis, 2004). Well-meaning individuals and fans are unable to buy tickets and memorabilia to support their local clubs due to the lack of local economic surplus being generated.

Meanwhile, globalization and technology have allowed for individuals in this region to have access to watching competitive Western European clubs to play, turning their attentions away from their local clubs. Additionally, the loss of state funding has resulted in an overall lack of competition in Eastern European sport leagues (Mills, 2009; Riordan, 2007). The lack of state funding and competition has created a power-vacuum among the new economic and political elite of Eastern Europe, who are more often than not taking their capital and investing it into debt-ridden Western European Clubs to improve their international image and avoid persecution (Riordan, 2007; Veth, 2014). Conducting a documentary analysis on the prospect of sports for development in Eastern Europe within its unique historical context and economic fluctuation, the purpose of this study is to highlight the role that sports play in the stability of sport governing bodies and the infrastructure of local communities, specifically in developing and war-torn countries. Along with the timeline changes that have taken place within sports for development initiatives before and after the collapse of the Soviet Union, in-depth inquiries are made into the reasons that caused, channeled, and also hampered sports for development in the specified region. Future research should be done on areas of the globe where sports play an equal as important role in their respective societies as they do in the profit driven realities of Western markets.

PANDEMIC LEGAL ISSUES FOR SPORTS ORGANIZATIONS

Katharine Nohr¹ and Angela Hayslett²

¹*Nohr Sports Risk Management, LLC, Law Offices of Katharine M. Nohr, LLC, United States;* ²*James Madison University, United States*

Covid19 pandemic has given rise to potential legal liability and contractual issues for sports organizations. Event and facility managers have had to educate themselves not only about how to keep people safe from

Covid19, but on how to avoid legal action from potential exposures and how to protect themselves should their event or program be shut down. Even when Covid19 has ceased to be a threat, organizations should understand how to protect themselves legally in the event of future pandemics. This professional practice oral presentation addresses two legal issues related to Covid19: 1) The need for Force Majeure clauses in contracts; and 2) The use of Covid19 language in liability waivers. This presentation will also survey other legal issues that event and facility managers should consider in their efforts to offer safe and financially viable events. Although this presentation is focused on United States law, attendees from other countries will find the information relevant.

THE INNOVATION ECOSYSTEM FOR NFTS IN THE GLOBAL SPORT INDUSTRY

Adam Karg, Kathleen Wilson, and Paul Bowell
Swinburne University of Technology, Australia

Non fungible tokens (NFTs) have undergone rapid adoption over the last 12 to 15 months (Karg & Wilson, 2021). This includes within the sport industry, where the high profile sport product, and strong emotional connection of mass audiences have led to continued growth in the number and scale of NFT initiatives. However, while NFTs globally have moved rapidly from pre-legacy to exploration phase (Wilson et al., in press), there remain gaps for sport managers in understanding the utility and value created by NFTs, including who is involved, and how NFTs might embed within the sport ecosystem over the longer term. To advance understanding of the uses and applications of NFTs in sport, the purpose of this research is to address the following questions: a) How can NFT initiatives in sport be defined and characterised?; b) Who is involved in the creation and delivery of value related to NFTs in sport?, and; c) What are the implications of NFTs continued adoption in the sport industry? To explore these questions, we leveraged an innovation ecosystem framework proposed to represent the

evolving set of actors, activities, and artefacts within a system (Granstrand & Holgersson, 2020). Given a lack of empirical data and theoretical understanding relative to NFTs in sport, we use an exploratory case study approach for the research. Data was collected from a content analysis of media and online materials over the 2021 calendar year. Here, database searches were complemented by snowballing and targeted online searches, as well as specific searches on NFT platforms, forums and applications. Following the approach of Carbone et al. (2017) (who categorised crowd logistics initiatives), the research team mapped frameworks of concepts, initiatives and stakeholders until we reached saturation. Once developed, the frameworks were tested and validated with input from Industry experts proficient in knowledge of NFT adoption in sport over the time period. Applied to the innovation ecosystem framework, our categories of actors within sport NFT ecosystems included athletes, teams, leagues, events, organising bodies, athlete managers, brands and sponsors, ticketing agencies and venues, media partners, distribution platforms and marketing agencies. Note that given our focus on sport, these are in addition to the technology and business intermediaries' common as NFT stakeholders (Wilson et al., 2022). The classification NFT activities or initiatives included digital real estate, physical assets and merchandise, digital assets and merchandise, gaming, asset breeding and development, ticketing, tokens, ownership and investment, and fundraising. Within the innovation ecosystem setting, NFT adoption has created new products, new ways of doing business, and provided new structures and ways of organising (Phillips, 2016). Our findings show that NFTs present new opportunities for revenue and engagement, can activate new audiences and expand networks of suppliers and intermediaries. In classifying the actors, activities and artifacts critical for NFTs and sport, this research advances knowledge of how NFT adoption in sport can be incorporated within an innovation ecosystem, and in turn progresses understanding of the current and future implications and opportunities for research.

IMPACT OF NFTS ON SPORT

Asma Salman¹ and Kamilla Swart²

¹American University in the Emirates, United Arab Emirates; ²Hamdan Bin Khalifa University, Qatar

Bitcoin, Blockchain, Ethereum and now the ERC721, the digital space has been ever-changing since the 2008-2009. This paper aims to explore the impact of non-fungible tokens (NFTs) on Sports. Ethereum is the first blockchain-based decentralized computing platform that has standardized NFTs into a well-defined interface, namely ERC721. With the NFTs going mainstream, this digital asset has been making waves in the Sport industry. Reuters recently reported that NFTs worth \$2.5 billion were sold in the first half of 2021 alone. NBA Sport start-ups have raised more than \$1 billion in funding and have made over \$1 billion in sales between them so far. The opportunities are vast but so are the risks. NFTs sales during the past 18 months is analyzed to identify the market capitalization encapsulating the Sport industry. Monte Carlo simulation is applied to assess the dynamic structure of NFTs. Future and way forward for sustaining this digital asset is addressed for policy makers.

EMPLOYEE ATTITUDE TO TEAMWORK IN SPORT ORGANIZATIONS: CASE OF LITHUANIA

Vilija Bitė Fominienė and Kristina Mejerytė-Narkevičienė

Lithuanian Sports University, Lithuania

A scientific literature indicates that effective human resource system in sports organizations, which usually includes teamwork, will have a positive effect on employee motivation, job satisfaction, involvement and commitment, leads behavioral and organisational changes. And these changes are closely linked to organisational performance and success (Delarue et al., 2008). The effectiveness of team performance will have a direct impact on how well a sport organization achieves its mission, goals and objectives (Wolsey et

al., 2012). However, in the process of creating effective team, the selection of appropriate members of team becomes extremely important (Costa et al., 2015; Xiao et al., 2014). Employee's skills, qualities and attitudes, attributed to the initial conditions of team work, influence team work processes which, in turn, affect team activity results (West, 2012). However, there is a lack of research that analyses sport organisations employees' attitude to team work. The aim of this study is to analyse the sport industry organisations employees' attitude to teamwork. The employee's attitude to team work is assessed with the help of the questionnaire created with reference to Raižienė and Endriulaitienė (2007). The 10-point scale was used in assessing the attitude. If the sum of collected points is from 10 to 29, a person is disposed to work individually. If the sum of points is from 30 to 40, a person can work individually, as well as in a team, and if the sum of collected points is from 41 to 100, such individual is determined to work in a team. Other questions covered general information about the persons under research. To achieve the aim of the research, the employees of 93 non-profit sport organizations of Lithuanian cities took part in the research. The research results showed that the bigger part of employees is determined to work in a team, but employee's attitude to team work depends on the gender, age and work position of the respondents. The men demonstrated a greater inclination to work in a team than women. Also, was determined that younger and older sports organizations employees would like to work in a team. More detailed results will be presented during the conference.

THE CODIFICATION OF GOOD GOVERNANCE IN SPORT: ASSESSING COMPLIANCE MECHANISMS

Vassos Koutsoundas¹, Loukas Glyptis², and Christos Anagnostopoulos³

¹*Cyprus Backgammon Federation, Cyprus;*

²*University of Central Lancashire, Cyprus;* ³*Hamad Bin Khalifa University, Qatar*

The organisations (mainly, the national sport federations, or NSFs) that serve sport enjoy a unique autonomy based on their role and social characteristics. In recent years, however, many sport organisations have faced a 'legitimacy gap' due to governance failures (Anagnostopoulos & Winand, 2019). In response to this several governments have taken the step of 'codifying' good governance, with a view to improving the organisational processes and behaviour within the NSFs (Walters & Tacon, 2018). The most common approach that these governmental agencies have taken so far has been to penalise non-compliance. The potential of reward for compliance in sport governance has not been examined to date. As such, the present study aims to provide insights to the funders of national sport organisations if they should employ the tools of control and reward for compliance beyond just punishment in their efforts to improve governance in sport federations. The study is primarily draws on the general deterrence theory (GDT), which puts forward that increases in the certainty, severity, or swiftness of punishment produce decreases in the unwanted behavior of the population at large (Becker, 1968). Through the lenses of GDT, a research model is proposed in which the relations among coercive control, remunerative control, and certainty of control are studied. A questionnaire has been developed (and later will be validated) following three phases (Hinkin, 1995): item development, scale development, and scale evaluation with 8 steps. Up to date the three first phases have been completed i.e., Identification of domain and item generation (by examining relevant literature); Content Validity (using target population and evaluation by experts); and Pre-testing questions (through a pilot administration of the questionnaire). For the evaluation by experts, nine academics expert in the field of sport management and/ governance were contacted in June 2021 to comment on content validity. Expert judges were asked to assess the questionnaire using the Delphi method, which can be used to reach a consensus regarding which questions are a reflection of the construct you want to measure. In addition, using the 31 valid replies from the pilot ques-

tionnaire a preliminary test was conducted of the internal consistency of the scale through Cronbach's alpha test. Overall results show the scale has internal consistency. For few questions there are indications that they might have to be dropped, but a decision was taken to drop questions after the actual data is collected. The next step will complete the data collection, which is expected to last until November 2022, thus full results shall be communicated during the WASM conference.

TOWARD A CRISIS DECISION MAKING MODEL FOR PROFESSIONAL SPORT EXECUTIVES

Robert Lyons Jr.¹ and Newton Jackson Jr.²

¹North Carolina A&T State University, United States of America; ²University of North Florida, United States of America

Crisis in professional sport are inevitable. In the last 20 years, sport executives have had to render decisions as it related to the financial meltdown in 2008 to the recent COVID-19 pandemic. Not to mention crises that constantly occur within their own sports i.e. doping, player misconduct issues and tragic accidents involving players and fans. To this end, it is imperative that sport leaders develop sound decision making skills and protocols so that they in turn make pragmatic decisions that will benefit their stakeholders and organizations. Wilson, Stavros and Westberg (2010) proposed that in light of the propensity for crisis in sport that sponsors may want to view their partnership with sport entities from a risk vantage point. Morgan and Wilk (2021) investigated social media user's response to a 2018 Australian Cricket ball tampering crisis. They found that social media users engage in a process of trust re-building and that brands and leagues should strongly consider developing appropriate crisis response messaging. We find that there is a paucity of work on decision making in sport. Most of the studies focus on messaging and crisis strategy. However, there is a dearth of literature regarding crisis

decision making in professional sport. To this end, the purpose of this study is to (a) identify the process by which sport executive leaders make decisions in times of crisis, (b) identify the factors (both internal and external) that influence their decisions and (c) to propose a sport crisis decision making model. The theory of crisis decision making will guide this research study (Sweeny, 2008). The theory posits that given a negative encounter/event a person or organization will (a) assess the severity of the event (b) determine the appropriate response(s) to the event and (c) evaluate their response options. Moreover, this theory is holistic in nature in that it draws from coping, health behavior and decision making theorems. This study will be qualitative. We will conduct 30-45 minute structured interviews with our participants. In addition, the information from the interviews will be coded and analyzed via the thematic analysis method. The purpose of qualitative research is to generate hypothesis(es) for future researchers to test. Our sample population will consist of professional sport leaders from around the globe who have had experience making decisions during times of crisis. We plan to interview 20 sport leaders.

FROM VISION 2030 TO VISION 2030 RECHARGED: AN ARCHAEOLOGICAL ANALYSIS OF SPORT POLICY IN SINGAPORE

Ho Jin Chung¹ and Han Teng Ang²

¹Nanyang Technological University, Singapore; ²Ministry of Culture, Community and Youth, Singapore

The purpose of this study is to disclose the linkages between the statements made for Vision 2030 and Vision 2030 Recharged that might have impressed certain policy decisions. This study does so by comprehending the importance of the individuals who can exercise power involved in the announcement and the significance of the institutional venues where the an-

nouncements were made, and the change of the situations that provoked the announcements. This study employs an archaeological analysis used in the book ‘the Archaeology of Knowledge and Discourse on Language’ by Michel Foucault to examine the evolution and transformation of sports policy in Singapore from the 2010s to the present. Materials from the Singapore government ministries and sports government agencies' websites, national report archives, newspaper archives, online articles, books, and journal publications were gathered. The papers obtained from these sources were government statistics, records, formal speeches by Ministers and government officials, newspaper stories and advertising, historical and Singapore-related books, and journal articles. This study discovered that Vision 2030 had influenced Singapore's Sporting scene, and the Vision 2030 Recharged allowed the Singapore government to refine the goals further to suit the needs of Singaporeans. By allowing Singaporeans to enjoy refreshed sports facilities throughout the city-state, Sport Singapore (SportSG) provided better access and affordability to sports and exercise facilities. Coupled with the demand and interest in particular sports, state-of-the-art facilities for sports such as football, tennis, and cycling would further enable more involvement among Singaporeans and allow Singapore to push the boundaries further by bringing in large-scale (regional and international) tournaments for these sports. With suitable facilities, more community-level events and activities may be held for all Singaporeans, especially vulnerable groups (e.g., at-risk youth, people with disabilities (PwD), and vulnerable elders). With the alarming situation of increased youth arrests, low PwD sports participation levels, and an ageing population, the Sport-Cares movement assisted in alleviating these difficulties via the utilization of sports. The ActiveSG Academies and Clubs were also established to provide more economical yet high-quality coaching and training for Singaporeans. Through the efforts and policies implemented by SportSG, it was evident that adequate infrastructure was vital. Proper and sufficient facilities were quintessential to any efforts to promote community-level sports. Ministers and leaders of government

agencies spoke on various occasions and were influential in highlighting the need for greater access to facilities and how community activities at these facilities could positively impact Singaporeans in leading healthy and active lifestyles.

THE SWOT ANALYSIS FOR THE SHARED FORMULATION OF THE SPORTS ORGANIZATIONS' CORPORATE STRATEGY

Cristiana Buscarini¹ and Fabio Cerroni²

¹University of Rome “Foro Italico”, Italy; ²Sapienza University of Rome, Italy

We are witnessing a historical epoch characterized by a climate crisis, with above-average temperatures and increasingly frequent catastrophic events. In addition, pandemics, wars, violations of human rights, and the growing disparity between the poor and the rich are causing a severe social crisis (Fanning et al., 2022). In this scenario, sports organizations are acting to better address the relevant problems surrounding our world, integrating sustainability in their strategic formulation (McCullough et al., 2019). They should rely on strategic tools that allow a careful analysis of the external and internal environment (Buscarini & Cerroni, 2022). SWOT (strengths, weaknesses, opportunities, and threats) analysis is a critical tool used by organizations of all sizes to develop corporate and business strategies (Benzaghta et al., 2022; Gürel et al., 2017). A literature review has revealed that in sporting organizations there is a scarcity of studies concerning the application of this tool. Some scholars have investigated the internal and external factors associated with sports tourism (Svedova et al., 2018), with the development of paralympic sports (Oh et al., 2021), the growth of sports in a country (Yaming & Saibon, 2021; Darzi et al., 2020; Hadian et al., 2020), or the use of sport in national branding (Dubinsky, 2021). The only study we found focused on sports federations is Soltanpour et al. (2019), which applies the SWOT analysis for the strategic formulation of the Iranian Martial Arts Federation.

Through the case of the Italian Swimming Federation (FIN) and under the lens of stakeholder theory (Freeman, 2010), our research aims to use the SWOT Analysis as a collaborative methodology for strategy formulation. SWOT analysis is a versatile methodology that may be used in conjunction with other techniques (Dyson, 2004). In this regard we advocate employing SWOT analysis in conjunction with PESTLE analysis, Porter's five forces model, and the Analytical Hierarchy Process (AHP). The research involved a shared-with-stakeholder process consisting of the following phases: analysis of the external and internal environment for the identification of internal and external factors; graduation of external and internal factors; drafting of the SWOT matrix for the combination of factors and formulation of strategies. We applied the PESTLE Analysis to investigate the influence elements of the macro environment and Porter's five forces model to deepen the market environment. Furthermore, we studied organizational resources and capabilities for the internal environment analysis. Subsequently, factors were graduated using the AHP (Saaty, 2004) and listed in the SWOT matrix in order of relevance. Finally, they were combined to formulate sustainable-oriented strategic alternatives (Wehrich, 1982). This study demonstrates how sports organizations can use SWOT analysis to co-develop, with the support of their stakeholders, strategic alternatives aimed at seizing opportunities from the external environment, which is constantly changing, by leveraging strengths and minimizing weaknesses or avoiding threats by exploiting strengths and reducing flaws. The proposed strategic approach can help all sports organizations be more competitive within their market and more resilient in the face of constant changes in the external environment, particularly during this intensely turbulent historical period.

MANAGING SPORTS ORGANIZATIONS TO BE BETTER PREPARED FOR TAKING ON NEW RISKS AND ADJUSTING TO NEW NORMS

Gopinathan Kishore

Kerala, India

Today, globalization has become a reality. Advances in the field of information and technology and its implication have increased the ease and speed with which sports organizations can manage their global operations. Even few countries have shown ruined performances in the recently concluded Olympics due to negligence and the countries like developing and under developing countries should consume a strong policy of managing sports organization for further progress in the global context. The elite and pioneer sports organizations viz IOC, International Sports Federations, WADA, IOA SAI, National Sports Federations and many more having the wider aspirants of upholding the global standard in terms of performance and gratification should set a model for other organizations too. The aim of this paper is to find out these discrepancies and then suggest some effective solutions to manage effectively for the success of sporting organizations. Sports organization seeking to emerge from the crisis in a stronger position must develop a systematic understanding of changing habits. Mostly, that will require a new process for detecting and assessing shifts before they become obvious to all. Firstly, mobilizing an organization to adapt its behaviour in order to thrive in new environments is critical. In order to make changes happen, authorities have to break a long-standing behavior pattern of their own: provide leadership in the form of solutions. Second, adaptive change is distressing for the people going through it. They need to take on new roles, new relationships, new values, new behaviour, and new approaches to work. The sports administrators must be able to identify the struggles over values and power, recognize patterns of work avoidance, and watch for the many other functional and dysfunctional reactions to change. Third, a administrator must attend to three

fundamental tasks in order to help maintain a productive level of tension; who must create what can be called a holding environment, who is responsible for direction, protection, orientation, managing conflict, and shaping norms and who must have presence and poise; regulating distress is perhaps a leader's most difficult job. Many efforts to transform organizations through mergers and acquisitions, restructuring, reengineering, and strategy work falter because sports administrators fail to grasp the requirements of adaptive work.

AN ANALYSIS OF THE DESIGN AND IMPLEMENTATION OF DSAC'S CLUB DEVELOPMENT PROGRAMMES: CASE STUDIES OF SLECTED COMMUNITY FOOTBALL CLUBS IN KWAZULU-NATAL AND THE WESTERN CAPE

Jacobs Moroe, Marion Keim, and Cristo De Coning

University of the Western Cape, South Africa

The Department of Sport, Arts and Culture (DSAC), which was previously known as Sport and Recreation South Africa (SRSA), initiated a national Club Development Programme (CDP) in 2006 across all nine provinces in South Africa. DSAC is a national department responsible for developing and promoting sports and recreation in South Africa. All clubs that are part of the CDP operate as voluntary community sport clubs. The primary goal of DSAC through the CDP is to establish a clear and seamless pathway for athletes through which they can progress from the entry-level of the continuum to the highest level of participation (South Africa. Department of Sport and Recreation, n.d:3). CDP is one of the DSAC's priority areas and forms part of the Siyadlala Mass Participation Programme (SMPP). Each community sport club that is part of the CDP in South Africa has a compelling mandate to play a crucial role in achieving the target set by the national government. The study sought to analyse the design and implementation of DSAC's Club Development Programme and understand the factors that

hinder the effective implementation of the programme in selected football communities in South Africa. Globally, a local community sports club plays a significant role in the creation and delivery of social capital and is capable of producing positive health outcomes in local communities (Robertson, Eime and Westerbeek, 2018:1). Bailey (2015); Collins and Sparks (2010) as well as Kokko, Kannas and Villberg (2009) described sport clubs as a setting that needs to be designed in such a way that community members share a common interest (experiences and knowledge) with the intent of developing a sense of belonging. Subsequently, Hoye, Smith, Stewart and Nicholson (2006, 2015 and 2018) described a local community sport club as a centre of sport development in many countries such as Canada, the United Kingdom (UK), Australia and New Zealand), while Seippel and Belbo (2021:479) also argued that not many sports would be organised without sport clubs. The theoretical framework for this study was derived from managerial theories, where the primary focus was on the design and implementation of community sport and development programmes. The findings reveal that the programme coordinators did not know the dominant approaches and practices informing the design and implementation of the CDP; the programme coordinators have not frequently visited community sport clubs; regular communication with key partners of the programme has not been prioritised; and that the programme's resources are being abused by its coordinators. The coordinators seem to have less knowledge about the approaches and practices informing the design and implementation of the programme, the programme lacks accountability as coordinators appear to shift the responsibility to other parties and the programme seems to lack consequence management for those abusing its resources.

ADOPTING THE THEORY OF PLANNED BEHAVIOR TO ANALYZE SOCIAL LEVERAGE BEHAVIORS AT LOCAL SPORTING EVENTS

Fei Gao¹ and James J. Zhang²

¹Coastal Carolina University, United States of America,²University of Georgia, United States of America

Social leverage is a partnership to influence situations or people with an aim to achieve exceptional entrepreneurship. In recent years, this concept has gradually become a focal point for sport event organizers of various scales in an effort to garner community support, enhance inter-organizational cooperation, address greater social issues, and attain lasting impact of organizing sport activities and staging sport events. While a majority of previous inquiries have been focused on mega or large-scale sport events, such as the Olympic Games (Filo et al., 2018; Pereira et al., 2015; Wodniak, 2021), the significance of development through social leverage is in particular noticeable for local sporting events due in part to the limited resources and opportunities available for small, local activities and events. To generate social leverage, organizational involvement is the initial step that planners for achieving social leverage need to undertake. It is noteworthy that social leverage requires more than single entity's endeavor (e.g., government's funds) due to the limited resources and personals. A cross-sectional partnership amongst governments, for-profit organizations, non-profit organizations, and non-governmental organizations has become a tendency to create the synergy for socially leveraging sporting events (Babiak & Thibault, 2009; Lindsey, 2016). Well-coordinated strategic planning by involved organizations are critical for maximizing the social benefits generated from the event, such as addressing an

identified social issue(s), increasing social cohesions, boosting social identity, and enhancing social inclusion (Chalip, 2006; O'Brien & Chalip, 2007). Previous researchers have explored social leverage from various perspectives, such as examining the outcomes of social leverage (Balduck, et al., 2011; Filo, et al., 2018), formulating procedures of social leverage (Wodniak, 2021), rebranding city image via social leverage (Herstein & Berger, 2013), and developing social leverage strategies (Schulenkorf & Edwards, 2012). Yet, there is a dearth of in-depth research that systematically examine social leverage from the perspective of organization behaviors of key entities of a sport event, which is likely due to the unavailability of a conceptual framework to guide the scholarly inquiries. Hence, the purpose of this study was to develop a framework to analyze social leverage behaviors at local sporting events through conducting a comprehensive review of literature and adopting the Theory of Planned Behavior (TPB; Ajzen, 1991). Developed to explain human behavior in specific contexts, TPB proposes that beliefs toward the behavior, subjective norms, and behavioral control act as antecedents to influence individual attitude and perceptions, and in turn behavior connotation and actual behaviors. Consistent with the elements in TPB, measures of social leverage are developed to assess beliefs, attitude, perceptions, intentions, and actual behaviors of leading managers of key local stockholding entities hosting sport events. The developed framework and measures can be adopted by researchers and professionals to investigate the strength and weakness of social leverage beliefs, attitude, perceptions, intentions, and actual behaviors in related local organizations, predict social leverage practices from understanding organizational beliefs, attitude, and perceptions, make viable recommendations for effectively promoting social leverage, and formulate action plans and share best practices.

IDENTIFICATION AND PRIORITIZATION OF STANDARD INDICES IN TAEKWONDO TRAINING HALLS

Hosseinali Nazari¹, Mohsen Bagherian Farah Abadi¹, Majid Nayeri¹, and Mostafa Rahimi²

¹Iran Islamic Azad University Science and Research Branch, Iran; ²University of Trento, Italy

Due to the beneficial effects of physical exercises on the human body, sports are regarded well nowadays. To patronize the enthusiasts and increase the demand rate, providing an effective ambient in training halls is essential. One of the factors playing a crucial role in increasing the energy performance and promoting the level of athletes' morale in training halls during physical exercises is the standard indices, which can remarkably influence the exercise efficiency depending on sport or events sensitivity type. It may also be more impressive in sports dealing with more physical muscles' exercises, like martial arts. The present study focuses on identifying and prioritizing the standard indices in training halls specifically established for Taekwondo martial art. To perform an epidemiologic study on various types of standard criteria in Taekwondo training halls, the statistical analysis was implemented on priority data obtained by online questionnaires. A total of 285 Taekwondo champions and elites, who were randomly selected among 1100 Taekwondo players, were given an online questionnaire, which was made based on the professional ideas of 17 Taekwondo experts. All statistical analyses were conducted using SPSS and LISREL software. The proposed model indicated 27 priority factors classified into five leading priority indices: safety, technical, health, management, and welfare standards. The results showed that all the proposed model indices, such as CFI, NFI & IFI, met the acceptance criteria. Furthermore, the ratio of chi-square to degrees of freedom and RMSEA index was obtained to 827.065

and 0.030, respectively, which confirm the model's approval.

MOTIVATIONS AND CONSTRAINTS OF FEMALE ULTRARUNNERS

Anya Higgins and Evelyn Hollingdale

Solent University, United Kingdom

Historically, ultrarunning events have been organised to primarily accommodate the experiences and needs of men. Whilst this does not deter growing numbers of females from participating in ultrarunning events there is a lack of research emanating from women who participate in the sport, leading to male-centred literature (Kamphoff & Timm, 2014). Consequently, this study aims to understand the motivations and constraints of female ultrarunners. Similar to this study, Krouse (2011), Kamphoff and Timm (2015) and Valentin (2021) focused on the motivations and constraints of female ultrarunners, as well as using the Motivations of Marathoners Scale (MOMS) and incorporating a feminist theoretical perspective. This study builds on this current literature by adapting the MOMS for qualitative methods to research the motivations and constraints of female ultrarunners. Using semi-structured interviews, the study obtained rich data, which was analysed thematically. The study found that the prominent motivational factors for the participants were social and psychological, whilst physical factors were the least motivational. Overall, the participants experienced more motivations than constraints. The study identified how the impact of being female had on the participants' experiences as ultrarunners, and how these experiences were influenced by societal norms and values.

INVESTIGATION OF THE RELATIONSHIP BETWEEN QUALITY OF LIFE AND PHYSICAL CAPACITY IN THE ELDERLY

Serap Cetin

Individual - Graduate of Sports Management, Turkey

Aging is a natural process of life and must be evaluated with its physical, psychological and social dimensions. It is a universal process that people can see. In this process, people start to feel old as they get older. Entering the psychology of aging leads to physical activity in this context. Determining which way they are effective on the quality of life is of great importance in terms of contributing to the happier, healthier life of the increasing elderly population and guiding the health personnel working in this field to determine the most appropriate approach to the individual. The aim of this study was to investigate the physical capacity levels and quality of life of elderly individuals aged 65 years and over, who were aged 65 years and older, who were not dependent on the bed formed by sixty people. In our study, two reliability-tested questionnaires were applied. International Physical Activity Scale Short form (IPAQ) and World Health Organization Quality of Life Scale Short Form (WHOQOL-BREF) were used. In our study, walking MET formula ($3.3x \text{ walking time} \times \text{walking day} = \text{MET}$) was used to calculate walking MET status according to the physical activity status of elderly individuals. The relationship between demographic information, quality of life and physical activity levels of the 65 people over the age of the study was used. Statistical analysis was performed using SPSS 22.0 program. As a result of the data obtained, the results of pearson correlation analysis related to the relationship between physical activity levels and quality of life dimensions of elderly individuals were reached and accepted as <0.05 . The results of the research are as following. When the walking METs of the elderly living in nursing homes were examined, the number of days they walked more than 10 minutes in 7 days was mostly 21% at 5 days a week and 31% at 7 days a week. MET values corresponding to metabolic rate were 35% low for men and

44% low for women. physical activity (inactive), 65% in men, 55% in women, moderate physical activity (minimal active) walking MET scores. Looking at the gender distribution of the participants, 71.7% were female and 28.3% were male. When the employment status is examined, it is determined that 80% consists of retired people and 20% consists of people who have never worked. When the findings of the quality of life and education status of individuals are examined, 20% are primary education, 48% are high school and 31% are university graduates. When the distribution of health problems of individuals is examined, it is seen that 10.0% is diabetes and 15.0% is predominantly blood pressure patient. The results of Pearson correlation analysis of the relationship between physical activity levels and quality of life dimensions of individuals. There is a significant relationship between physical health status and psychological status ($r = ,289$) related to 'Physical Area' and Spiritual Area, which is one of the sub-factors, and between 'Physical Area' and 'Environmental Area' physical health status and environmental status ($r = ,405$) according to the meaningful relationship, 'Psychological Area' and 'Social Area' and psychological relations between the social status ($r = ,342$) according to which there is a significant relationship, 'Spiritual Area' and 'Environmental Area' of the psychological It is seen that there is a significant relationship between the state and the environment ($r = ,334$), there is a significant relationship between the social relationship between the 'Social Area' and the 'Environmental Area' and the environmental status ($r = ,315$). When the general health and physical activity status of the individuals were evaluated, the days in which they walked more than 10 minutes in 7 days; 21% at 5 days a week and 31% at 7 days a week. When the relation between general health status and physical activity status is examined (Pearson Chi-Square value 23.350), it is seen that there is a significant difference value ($p < 0.05$). When physical activity status and quality of life status are evaluated, it is seen that it affects 76% moderately. When the relationship between physical activity status and quality of life status is examined (Pearson chi-square value 31,624), it is seen that there is a significant difference

value ($p < 0.05$). As a result of the findings, it was found that the majority of the individuals spent 26% of the time for 8 hours per day and 10% of the time for 20% per day. When the relationship between sitting and physical mobility was examined (Pearson chi-square value 20,731), there is a significant difference value Seen ($P < 0.05$). According to the results, we see that the quality of life of elderly individuals affects their environment, psychological conditions, social relationships, physical activity habits are not very much, and physical mobility (physical activity) can affect their ability to move around. In this context, we can conclude that quality of life affects people's physical health negatively.

IMPACTS OF THE COVID-19 PANDEMIC ON SPORTS PARTICIPATION IN SOUTH AFRICA

Urmilla Bob and Suveshnee Munien

University of KwaZulu-Natal, South Africa

The Coronavirus Disease 2019 (COVID-19) has significant impacts on the sports sector, with widespread cancellations and/ or suspension of sporting activities, especially prominent during the first year of the pandemic. In the South African context, sports have been strongly associated with positive socio-cultural (including contributing to social cohesion), health and well-being, and economic impacts that are not only associated with tourism-related facets but also job creation and multiplier effects linked to sporting activities. The theoretical framework that informs this study is the multi-level model of sport participation that focuses on the individual level (demand-side) and factors that affect/ influence participation (supply-side), with the pandemic disruptions impacting on both demand and supply-side aspects. During April and May 2020, a consumer (public) online survey (complying with lockdown and social distancing regulations) examining sport participation and perceived sport business impacts was undertaken as part of a larger project by the South African Cultural Observatory for the Department of Sports, Arts and Culture to examine the

impacts of the COVID-19 pandemic on the sports sector. In total, 1 072 adults (persons over 18 years old to comply with research ethics requirements) participated in the online survey. The responses reveal that persons from different age groups, mainly male, employed, from diverse income groups and with post-schooling education participated in the study. Respondents were interested in a variety of sports activities, which ranged from social/ recreational to professional/ business purposes. The main motivations for participation in sports activities were health-related and for social purposes. Respondents identified multiple sporting codes/ activities that they participate/ take part in as well as those they watch (either attending physically as a spectator or watching on television/ online/ social media), which is also indicative of the diversity of the sporting landscape in South Africa. The main codes identified were running/ jogging, exercise and training (physical education, personal training, gyms, etc.), swimming, cycling, golf, athletics, soccer/ football and surfing. At the time of the interviews, physical participation in sports activities (including spectatorship) was severely disrupted, with the stoppage of matches which not only impacts on the public who attend these matches but the business enterprises associated with hosting these games. Among those who did participate, close to half also indicated that they spent less time exercising and/ or changed from face-to-face interactions to online/ virtual interactions such as online classes and games. Online sports participation and consumption was deemed to be a change that will continue post the pandemic disruptions. Future research is required to track changes in participation over time, especially in the context of the COVID-19 virus not being brought under control. In terms of sports spectatorship and participation, perceptions and willingness to comply with safety regulation should be examined to inform sport venue management strategies. This will also assist the sports sector to be more resilient when future disruptions are encountered.

INVESTIGATION OF SOME KINETIC PARAMETERS OF THE BODY WITH THE RESULT OF PAIR SHOOTING IN ELITE WOMEN BASKETBALL PLAYERS

Naeimeh Zafar

Qatar basketball federation, Qatar

Along with the development of various sciences and technologies, physical education has also evolved and is progressing day by day. The rhythmic and complex display of movements that are increasingly observed in the world of sports are the manifestation and representation of the flourishing of human infinite talents (1). The term kinesiology was first used to describe a collection of scientific information about the structure and function of human skeletal and muscular systems, which over time and understanding of the laws and mechanical principles affecting the performance of human movements was accepted as an integral part of kinesiology so that names such as mechanics Humanities, biological dynamics, biological movement, human movement and human kinematics (each of these terms attracted the attention of a group of scientists) were suggested for this field (3). Finally, in the early 1970s, the international community adopted the term biomechanics to scientifically describe movements and skills (4). Today, with the use of biomechanics, we are witnessing the progress and improvement of records, techniques and tactics in various sports. Biomechanics in the present age has a special place in advancing the sports goals of coaches, athletes and the correct and ideal implementation of sports skills. Exercise biomechanics as a subset of physical education pays attention to the application of scientific and mechanical principles of physics to recognize the movement and actions of the human body; This science not only analyzes sports skills but also examines related and influential areas on how athletes perform, such as sports tools and equipment, although its main role is to adapt skills to the laws of physics, mechanics, lever structure of the human body and It is a sports tool (10). One of the most important advanced techniques in biomechanical studies and research is motion analysis,

which has played a very important role in improving the quantitative and qualitative level of athletes' performance (5). Motion analysis not only to optimize training programs with the aim of increasing the level of performance of athletes but also in the prevention of injury during training or during sports competition, clinical evaluation (walking), physiotherapy, evaluation of physical training programs for patients with various injuries (cerebral palsy) And ...) and determining movement patterns is also useful and efficient (11). Basketball is one of the most popular team sports in 75 countries with around 45 million players (12). The skills used in basketball under the influence of sports biomechanics are performed faster and with better quality than in the past. Speed, agility, teamwork and especially the ability to shoot fast, accurate and successful are always among the basic and important factors of success in this game (13). In a basketball game, scoring is done by a skill called shooting. From different types of shots (hook, three-step, pairs, etc.), pair shots are considered as the most scoring, most important and most useful shots in basketball. For this reason, its skillful execution has been highly regarded by coaches and players in this field (17, 42). Finding the key factors that determine the success or failure of the shot, teaching the players the basics of these factors and their correct execution by the players, will be the most important issue in ensuring a team's victory. Research shows that among the parameters that ensure successful shooting are the kinematic and kinetic factors involved in shooting. Miller (1996) in his research entitled Kinematic factors involved in unsuccessful shooting, showed that there is no statistically significant difference in kinematic factors between successful and unsuccessful shooting at a distance of 6.40 meters from the basket (34). Paired shot is one of the types of shots whose distinguishing feature is detaching from the ground and releasing the ball just before the shooter reaches the peak of the jump (21). Pair shooting has been considered by coaches due to its special and unique features and they have placed a lot of emphasis on the use of this type of shot (30). Some of these features are:

- Less conflict with defenders, which results in fewer

injuries.

- It is difficult to defend the shot of the pair due to its mobility and the unpredictability of the time and to separate from the ground and the height of the point of release of the ball from the thrower.
- The fastest type of shot to score when there is a defender.
- Ability to get points from different distances.

The recorded statistics from different matches emphasize the importance of this shot. Alsen, for example, found in 1967 that 67% of the 3,180 goal-scoring attempts in the NBA were two-point and three-point shots (31). According to the statistics of world student basketball games in (2005), the percentage of three-point pair shots was very high in both men and women, so that in the men's group the percentage of three-point pair shots was 47% and in the women group was 34% (32). The statistics of West Asian basketball competitions also show that the top teams had a higher percentage of successful three-point pair shots, which shows the importance of pair shots, especially three-point pair shots in order to be more successful and win championships in international competitions (22, 30). Biomechanical research has emphasized various aspects such as basic shooting technique (22, 37), differences between the sexes in the performance of basketball (21) and the characteristics of players at different levels (33). Some of these studies have analyzed the pair shot from the perspective of the projectile, which is related to characteristics such as velocity, angle and height of release (release parameters) (18, 37). Some other studies have analyzed paired shot analysis by considering factors such as arm function (hook, three-step, standard), prior technical performance (dodging, dribbling), previous leg movement (fixed or in two), final leg movement (With jump or without jump), body direction, distance, jump height and presence or absence of defense. Among the above researches.

PLAYING FOOTBALL WITHOUT TRAINING IN BRAZIL: A CONTINENTAL COMPETITIVE SCHEDULE WITHIN A DOMESTIC TERRITORY

Matheus Galdino¹, Pamela Wicker¹, and Brian Soebbing²

¹Bielefeld University, Germany; ²University of Alberta, Canada

Professional football schedules have been witnessing an increasing demand for fixtures in national and foreign domains, which are mostly stimulated by commercial decisions. Nonetheless, squeezing a competitive schedule with consecutive games do not necessarily lead towards a better performance output, as football teams depend on training, rest, and recovery time as paramount conditions to reach their optimal potential. Specifically, in Brazil, a country shaped by an extensive territorial area of 8.5 million squared kilometers, the national league squeezed its match schedule on a tight window of 209 days, on average, from 2010 to 2019. In comparison to European leagues during the same period, for example, the German Bundesliga and the Spanish LaLiga were held within an average of 272 days, the English Premier League in 277 days, the Italian Serie A in 270 days, and the French Ligue1 within 287 days. Such an initial outlook showcases a higher availability of training and recovery time for European clubs, legitimizing their potential of delivery on and off the field. The sports literature has researched the effects of travel on health and performance to identify relationships with injury rates (Bengtsson et al., 2013), rest and sleep deprivation (Eccles & Kazmier, 2019; Fowler et al., 2015), as well as player fatigue (Smith et al., 2018). Scholars have also conducted sports scheduling analyses around home field advantage (Krumer & Lechner, 2018), attendance and viewership (Buraimo & Simmons, 2015; Wang et al., 2018), as well as fixture congestion (Julian et al., 2021). From a sport managerial approach, however, there is still a knowledge gap to better understand how training and preparation may

suffer directly from excessive travel and fixture demands in football. Therefore, our study aims to assess potential disparities and inefficiencies set out by the competitive schedule in the Brazilian football league, where continental distances outline a unique reality. We pose two research questions: (1) Are there differences between club location and accumulated travel within the league? And (2) how does the extent of recovery time affect training opportunities in Brazil? A secondary and longitudinal dataset was compiled with 3,800 individual games across 10 seasons (2010-2019), followed by empirical tests including a two-way ANOVA and a multiple linear regression. Our preliminary findings indicate a statistically significant difference in accumulated within-season travel and in final rankings (finishing in the Top5, Mid-Table, or Bottom5) among the four different regions under analysis (Northeast, Midwest, Southeast, and South). Upon running our regression, the difference in rest days between teams was the strongest predictor of training opportunities, directly followed by days preceding a derby match, and also before a weekend match. From our preliminary results, we can infer there is a heavily unbalanced travel scenario outside the Southeast, as clubs cover exponentially longer distances during the season. Brazilian football teams may clearly advocate for more training opportunities in face of the number of rest days available between games, especially favoring matches with spreads around weekend fixtures instead of congesting the competitive schedule on weekdays.

SERVICE SAFETY AND SPORT EVENTS – CONSIDERATIONS FROM THE CUSTOMER’S POINT OF VIEW AND WITH REGARD TO COVID-19

Stefan Chatrath¹ and Gabriele Mielke²

¹University of Europe for Applied Sciences, Germany; ²Victoria | Internationale Hochschule – University of Applied Sciences, Germany

COVID-19 has made service safety a primary concern (Berry et al., 2020). The greatest attention was paid to minimizing disease transmission. However, even after a successful vaccination campaign, many people appear to have concerns about attending sport events. Against this background, we want to understand why a significant number of spectators are hesitant to return. Do they feel unsafe? If yes, why? And what could be done to make them feel safe again? According to Maslow (1987), safety is a basic human need. It includes the desire for material well-being and protection against dangers such as accidents, theft or illness. COVID-19 has had a strong impact on this need: consumers are sceptical about attending sport events because they feel unsafe. Appraisal Theories (Han et al., 2007) conceptualize the evaluation of spectators with regard to their safety. These theories belong to the cognitively-oriented emotion theories assuming that mental processes ultimately trigger the emotional experience (Reisenzein, 2020). People feel at-risk and in-danger when faced with uncertainty and controllable threats (Smith & Ellsworth, 1985). Berry et al. (2020) propose four safety domains service firm should manage, during the pandemic and beyond: physical, emotional, financial and information safety. Sport organisations should take steps in these areas so that spectators feel safe and confident while they are at the sport event site. Between June and late-September, we conducted data of consumers who usually went to sport events in the past, and are interested in attending sport events again (n = 224). The questionnaire included questions about the respondent's socio-demographics, sport consumption as well as their perceived physical and emotional safety in relation to COVID-19. The surveyed consumers were divided into two groups: a study group faced with a high fear scenario and a control group with a low fear scenario. For this purpose, we used the Fear of COVID-19 Scale from Ahorsu et al. (2020), among others. Subsequently, the test results obtained will be examined with regard to significant differences between the two groups. We will also determine the respondents' coping appraisals of measures, such as a Corona rapid

test. We plan to start data analysis in October and expect that customers' perceived physical and emotional safety must have a significant impact on their intention to attend sport events. Furthermore, we should find that threat severity and vulnerability (i.e., person's belief that the threat to him or her is particularly dangerous) would have to determine perceived physical and emotional safety. A positive coping appraisal requires that the customer considers the countermeasure as appropriate and not too expensive. The higher the perceived ability to cope with the threat, the safer the spectator feels. The pandemic had a huge impact on spectator behaviour and attendance of sport events. Through studying the factors that determine perceived safety at sport events, we expect our research to help sport organisations regain high numbers of spectators in the near future.

THE ROLE OF ENDURANCE SPORTS IN HEALING FROM MENTAL TRAUMA AND IMPROVEMENT OF WELL-BEING – A MANAGEMENT APPROACH

Eid Al-Bordain¹, Kamilla Swart¹, and Stephen Shapiro²

¹Hbku, Qatar; ²USC, United States of America

The correlation between endurance sports and mental health has been well-established and recognized in recent decades. The academic community has acknowledged endurance sports can help heal mental trauma and improve well-being. Therefore, many sports organizations have leveraged this relationship in their managerial strategy to better tailor services to the needs of the clients. Previous literature has shown endurance sports (swimming, cycling, and running) have a wide range of positive effects from both a physical and psychological perspective. In particular, endurance sport helps to improve the well-being and mood of the individual (Basso & Suzuki, 2017), boosts self-esteem and self-confidence (Sani et al., 2016), provides a healthy lifestyle through the encouragement of self-education, healthy sleeping, and eating habits

(MacDowell, 2019), expands healthy social contacts (King, 2021), and improves work-life balance (Woods & Butler, 2020). The purpose of this study was to examine how sports club participation can become an efficient method of overcoming mental trauma and of improvement of well-being. Understanding how a participant uses sport to navigate mental trauma can help sports clubs integrate mental health initiatives into their managerial strategies. This study used a qualitative design. A purposeful sample of 50 participants (adults who practice endurance sports for more than 1 year and have suffered mental trauma) in Qatar was selected for this study and asked to complete an open-ended survey. The survey included 17 questions focused on the impact of endurance sports on the mental health and wellbeing of people. Six participants were interviewed to provide additional depth. A thematic content analysis was conducted to identify themes in the data. The results of the questionnaire and interviews showed regular endurance sports participation contributes greatly to the improvement of the well-being of the athletes and for the treatment of mental trauma. However, best results can usually be achieved when the person is a member of the sports club since it provides the professional supervision of the coach and psychologist, as well as support from the community. Integrating the benefits of endurance sport from a mental health standpoint into organizational operations will have a broad-based benefit. Sport club managers can market endurance sport to individuals who have experienced mental trauma and develop programs that include psychological support to enhance the overall benefits provided through club activity. These findings are consistent with previous research on the strategic benefits of endurance sports programs (Basso & Suzuki, 2017). In conclusion, the combination of endurance sports with psychological support (i.e., cognitive behavioral therapy) from a long-term perspective provides the best outcomes for people who experience psychological trauma and for those who wish to improve their well-being. To maximize these outcomes for constituents, sports clubs need to be leveraged the mental health benefits of endurance sport and integrate support programs into traditional

activities to broaden their impact. Thus, this study has applicability for sports clubs generally, and in Qatar and the Middle East in particular, where sport as an avenue for healing from trauma is relatively unexplored.

PARTICIPANTS AND PARENTS' PERCEPTIONS ABOUT COVID MEASURES IMPLEMENTED IN CHILD SPORT CAMPS

Marisa Sousa¹, Gonçalves Celina², Biscaia Rui³, and Carvalho Maria José¹

¹University of Porto, Portugal; ²Maia University / Instituto Politécnico de Bragança, Portugal;

³University of Bath, United Kingdom

Thousands of children enjoy their vacations in child sport camps (Feenstra, 2015). However, due the high risk of COVID19 transmission, these camps have been cancelled or adjusted to accommodate safety measures during sport activities. Considering that in child sport camps there is a considerable percentage of contacts at high risk of contagion among participants (Leoni et al., 2021), several measures has been proposed by the governments and health institutions to these events. The purpose this study is to analyse participants and parents' perceptions about COVID measures implemented child sport camps. After participation in a sport child camp in Portugal, 237 participants and 212 parents answered seven items related to safety; sanitary measures; mask wearing by staff; adaptation of the sport activity program; physical distance; hand washing frequency; and cleaning and disinfection of materials. Those items were based on a 10-point Likert scale, ranging from 1 (strongly disagree) to 10 (strongly agree). The score of all items was above 8,5 and 8,2 for participants and parents, respectively. The item with lowest score was related with "physical distance maintenance" (participants: 8,25±2,69; parents: 8,74±1,35). The item with the highest score was related with mask wearing by staff (9,79±0,73) for participants, and sanitary measures

compliance by the organization (9,50±0,75) for parents. Results indicate an overall positive perception of the participants and their parents about the COVID-19 measures implemented by the child camp organization. The far-reaching global impact of the COVID-19 pandemic further illustrates the timely importance of this research agenda for sports events as child camps.

SPORT CULTURE OF CITIZENS IN THE CONTEXT OF THE COVID-19 IN HO CHI MINH CITY, VIETNAM

Mai Nguyen Thi Thanh, and Huyen Phan Thanh
Vietnam National University, Vietnam

During the current outbreak of the Covid-19 epidemic in Ho Chi Minh City, people have the opportunity and time to re-evaluate the importance of health through sports activities. To reduce the risk of infection and death, improving health through sport exercise is the best choice for them. Since Ho Chi Minh City applied Directive 16 on social distancing, most people have to stay at home in small spaces, some businesses still continue to produce in the process of 3 activities in same places: producing, eating, resting at the company), it is very necessary to ensure and improve the physical and mental health of people and employees. In Vietnam, the Ministry of Culture, Sports and Tourism has issued Plan No. 2796/KH-BVHTTDL guiding the whole people to practice sports to improve health, develop stature, physical strength, prevent and fight against illness in the period 2021-2025 and there are a number of articles in newspapers and magazines talking about the benefits of exercise and health improvement during the Covid-19 period. However, there has not been a scientific study to investigate the status of sport exercise and the effects of sports on the physical and mental health of the citizens. The authors have not recorded international studies on this topic, so this research topic is completely new. Theoretical framework based on the study of cultural studies in terms of material and spiritual aspects. In this research, we use

the method of online interviews with Vietnamese citizens during the epidemic period about how exercise and sports activities take place and how it affects their lives in terms of physical and mental health, helping them overcome difficulties during the Covid-19 epidemic. The research focuses on 3 main points: benefits of exercise and sports for mental and physical health development for citizens in their small spaces at home and workplace, the development of personal sport machines industry and the changing daily habits of Vietnamese, the cultural influence of sports is to many fields: awareness, health, workplace culture, business. Vietnamese people often exercise in parks, sports centers because they can meet and chat with friends. The Covid-19 pandemic has forced people to stay at home and reduce social interaction, so there is a change in exercise behavior, online forms of exercise and personal sports products are interested and consumed. At the same time, people who were previously busy and did not have time to exercise are aware of the importance of health to fight diseases, so they also start exercising habits.

THE RELATIONSHIPS BETWEEN PERCEPTION OF BARRIERS TO EXERCISE AND EXERGAMING

Koichi Sekino, Keita Kinoshita, and Hirotaka Matsuoka

Waseda University, Japan

Physical activity (PA) reduces the risks of total mortality and chronic diseases. Although it is known that physical activity is beneficial to people's health, a large proportion of the Japanese adult is not sufficiently physically active to gain these health benefits (Ministry of Health, Labour and Welfare of Japan, 2020). In recent years, "gamification" has been proposed as a solution to engage in individually and socially sustainable exercise (Koivisto & Hamari, 2014). Exergaming, a type of active video gaming, offers a PA alternative that may increase motivation to be ac-

tive and increase PA (O'Loughlin et al., 2015). Exergaming is becoming increasingly popular among Japanese adults and has been described as a highly enjoyable activity that people may sustain over time. Previous studies dealing with exergames have shown that the inclusion of game elements positively affects PA (e.g., Patel et al., 2019). However, it has been pointed out that the effects decrease over the long term (Gremaud et al., 2018). Therefore, there is a need to identify factors related to sustained game use. However, most studies have been conducted under controlled experimental conditions that do not apply to real-world settings, and there are not enough scientific evidence describing factors related to the sustainability of exercise games participation in the real world. A study exploring factors that contribute to the persistence of exercise games among students in Canada showed that girls tend to stay with exercise games longer. The reason for sustaining is that it may be more comfortable for girls, especially those who are concerned about their body image, to be active in their homes without worrying about what others think (O'Loughlin et al., 2019). It has also been suggested that exercise game continuers may not be intrinsically highly motivated by traditional physical activity but may be attracted to exercise games as an alternative means of physical activity (O'Loughlin et al., 2015; O'Loughlin et al., 2019). According to the accumulated evidence, it can be inferred that "perceived barriers" on participation in general physical activities such as the gaze of others and environmental restrictions, are one of the factors that make people continue to play exercise games. The present study conducted an Internet survey of experienced users of exercise games to (1) clarify the persistence of exercise games among Japanese adults and (2) identify factors related to the persistence of exercise games, focusing on the perception of barriers to exercise. In this study, data were collected from Japanese adults who own exergame consoles are analyzed in a cross-sectional study design. In addition to the frequency, timing, and intensity of exergaming, socio-demographic characteristics, lifestyle behaviors, exercise frequency, and perception of barriers to exercise are assessed by an internet-based questionnaire.

THE IMPACT OF COVID-19 ON GRASSROOTS SPORTS – EXPERIENCES FROM A CONSTANTLY CHANGING AND CHALLENGING SCENARIO

Magda De Lange and Massimiliano Montanari
ICSS, Qatar

Grassroots sports, the local implementation of a variety of sporting types, are the backbone and feedstock of all of the major sporting venues and organisations throughout the world. The ongoing pandemic is hitting grassroots sports hard, exacerbating inequalities with regard to access to sports activities, both on the ground and online. This multicentric collective case study presents an in-depth exploration of the social impact of COVID-19, learning from the experience of four grassroots sports organisations in Australia, India, South Africa, and Spain. The case study recounts experiences from a constantly changing and challenging scenario and provides examples of what these grassroots sports organisations have done to navigate, recover and even thrive out of their national emergencies amidst a global pandemic. The study exposed a real diversity of actions with differential outcomes for people from various socioeconomic backgrounds. Practical implications for grassroots programmes during times of unprecedented challenge and notable turning points are highlighted. Compliance with policies and strict protocols has, perhaps, forever, changed how children, young people, and adults engage in grassroots sports.

FEMALE PARTICIPATION IN SPORT IN THE GULF

Amal Saleh¹, Kamilla Swart¹, and Haylee Mercado²

¹HBKU, Qatar; ²South Carolina University, United States of America

Unlike western countries, Gulf countries severely

limit the ability of women to practice sports due to factors associated with religious beliefs. Studies preceding this one have highlighted gender equality issues and a patriarchal system to be leading causes for the problem. Having insight into the current limiting factors is essential to address the issues hindering the growth of women's sports in the Gulf region. Against this backdrop, this particular study aimed to explore and evaluate factors that limit existing opportunities for women in Gulf countries to engage in sports. An exploratory study featuring qualitative research was conducted on popular male dominant sports (volleyball, basketball, football) to find out how female players, the coaches, and sports administrators perceived the barriers for women and the change they would face if women were given liberty to participate in sports. In total, 27 participants: 4 administrators, 3 coaches, and 20 female players were selected to gather primary data. The respondents were from Qatar, Kuwait, and Oman, since these countries have a long-standing history of women being banned from participating in activities conceived to be masculine. Data was gathered through in-depth interviews with the respective constituent groups. The interviews were transcribed, and the data was analyzed using content analysis. The data gathered from sports administrators suggested that they believed the overall culture (which includes family dynamics, government support, and education) plays a role in deterring women to participate in sports. The coaches had similar views where they highlighted the cultural differences between men and women, for example, dressing for the sport, the time and commitment needed each day, were hurdles women faced more often. The coaches advised for the families to be more supportive of women for them to have more opportunities in the field. The female players that were interviewed also highlighted the lack of support from family or administrations, and minimal availability of proper facilities. Despite government interventions to create a system based on equal opportunities, women in Gulf countries still face difficulties participating in sports. The results suggest that there is a need for programs that are intended to be directed towards family

and parents in order to open them up to the future possibilities that the field provides for the females. Furthermore, Gulf nations need to promote initiatives for gender equality and women empowerment within the sports paradigm. More platforms which aim at removing all obstacles to women's active participation in all spheres should be developed. These platforms should advocate on raising the profile of women in sport, ensure women's perspectives are considered and gaps present are proactively addressed. Finally, educating the society on the health benefits as well as social and psychological benefits of women participation in sports is required. A limitation of the study was that it focused on several popular sports. Future research could include researching the sports industry in general rather than these specific sports. The role of the government of the Gulf countries regarding to the issue at hand could also be investigated.

ATTITUDES TOWARDS VOLUNTEERISM AND MOTIVES & INTENTIONS TO PARTICIPATE IN MEGA-SPORTING EVENTS: VOLUNTEERS & NON-VOLUNTEERS

Yara Ali¹, Othman Al-Thawadi¹, and Kamilla Swart²

¹Qatar University, Qatar; ²Hamad bin Khalifa University, Qatar

Mega-sporting events, particularly the FIFA World Cup, are known to have a huge impact economically, but they also leave behind a powerful social legacy. This research delves into the social legacy through an online survey of the general public's attitude and motives towards volunteerism for FIFA World Cup 2022 Qatar. This research intends to measure holistically attitudes towards volunteering and the various motives & intention to volunteer for both volunteers and non-volunteers. Volunteers were also distinguished based on experience.

THE IMPACT OF THE QATAR 2022 WORLD CUP ANNOUNCEMENT: A RESIDENT PERCEPTION OF THE CHANGE IN PHYSICAL ACTIVITY AND SPORT PARTICIPATION

Saad Alshamari, Rodrigo Feller, and Stephen Shapiro

University of South Carolina, United States of America

Cities often justify hosting mega-sport events by leveraging the potential benefits (e.g., economic impact, increase in tourism activity, legacy) that such event could bring to the host city and local community (Annear et al., 2019; Caiazza & Audretsch, 2015; Prayag et al. 2013). Gursoy and Kendall (2006) suggest the local community can also play a vital role in increasing the longevity of positive impacts and subsequently extending a positive event legacy. One such positive impact of hosting mega-sporting events is the increase in physical activity and participation. There have been multiple studies on this topic, but findings suggest a limited post-event impact on increased physical activity and/or sport participation (Annear et al., 2020; Bauman et al., 2015; Carter & Lorenc, 2015; Weed et al., 2012). However, these studies have focused on the post-event impact, where most of the infrastructure development and strategic initiatives aimed at improving the well-being of local residents occurs between the announcement of hosting a mega-event and the event itself. Only a few studies have examined the impacts mega-sport event announcements can have on the hosting population with the focus on stock market fluctuations (Abuzayed, 2013; Gopane & Mmotla, 2019). Impacts of hosting announcements and subsequent community initiatives to build legacy prior to the event itself have not been examined. The intended legacies of sport events generally include increased opportunities for sports participation and levels of physical activity. Governments frequently use the idea that hosting a sports mega-event will encourage the host population to engage in more physical activity to justify large investments (McCartney et al., 2010;

Pappous & Hayday, 2016; Weed et al., 2012). Therefore, the purpose of this study is to assess the impact of a mega-event announcement and subsequent initiatives leading up to the event on physical activity and sport participation. The 2022 Qatar FIFA World Cup announcement and subsequent community initiatives are an ideal backdrop to study this phenomenon. Only Al-Emadi et al. (2017) have examined perceptions of Qatari residents towards hosting the event, but they did not focus solely on the change in physical activity or sport participation. Building on previous investigations of mega-event impacts (Annear et al., 2020), this study will examine readiness for physical activity change (Oka, 2003) potential environmental barriers to physical activity (Shimizu & Ishii, 2011), and Olympic interest and planned engagement (Shimizu & Ishii, 2011). An online survey will be administered to adult Qatari residents (N= 500) to assess interest and planned engagement with Qatar 2022 World Cup. Data collection will take place between December 2021 and January 2022. Standard multiple regression analysis will be used to examine the influence of readiness, environmental barriers, and interest and engagement on resident physical activity and sport participation behavior and future intentions. The findings of this study will advance our knowledge of mega-event impacts on physical activity and sport participation by understanding pre-event impact. This will also help host countries develop pre-mega-event infrastructure and initiatives that will maximize physical activity and sport participation by local residents.

LEVERAGING SPORT-MEDIATED SELF-BRANDING TO ENHANCE SENIOR GENERATION Z'S WELL-BEING

Jerred Junqi Wang¹, Bo Li¹, and James J. Zhang²

¹*Miami University, United States of America;*

²*University of Georgia, United States of America*

Sport participation as an effective means to improve people's well-being has been well-documented (Bloemhoff, 2006; Fox, 1999; MacMahon, 1990),

whereas senior Generation Z (SGZ; 18-24 years old) are gradually inactive in participating in sports despite strong evidence supporting their positivity in one's well-being (Physical Activity Council, 2019). One explanation is that SGZ are less motivated to engage in sports even they are aware of the related health benefits. As such, this investigation is to explore specific self-images desired by SGZ and assess their influences on SGZ's sport participation and subjective well-being. As an effective social symbol, sport participation is noticeable, controllable, and being able to evoke specific reactions from others, which enables it to provide symbolic value for one's self-branding demand (Wang et al., 2020; Wang et al., 2018; Wang et al., 2019). The life stage and media usage of SGZ activate their demand for the creation and maintenance of self-image (Bracken, 1996; Twenge, 2017). Hence, hypothesis-1 proposes that SGZ has the demand for self-branding in sport participation. According to the model of motivation process (Schiffman & Kanuk, 2004), unfulfilled demand arouses one's unpleasant psychosocial state or feeling. This psychological tension drives people to seek outside stimuli and likely elicit positive consumption behavior if a stimulus is perceived to be able to satisfy unfulfilled demand. Accordingly, hypothesis-2 proposes that desired self-image would positively impact the attitudinal and behavioral involvement of SGZ in sport participation. Sport participation has been widely identified to benefit people's well-being (Bloemhoff, 2006; Fox, 1999; MacMahon, 1990). The current investigation incorporates this finding to comprehensively illustrate the mechanism of how the desired self-image indirectly impacts well-being via sport participation. Therefore, as hypothesis-3, sport participation would mediate the positive effect of desired self-image on well-being. The social cognition theory suggests that one's demographic characteristics (e.g., age and gender) and socio-economic status (e.g., household income) directly links to one's neural systems, cognitive behavior, and self-perception (Bandura, 1989) and indirectly influence one's behavior through social agents. Therefore, hypothesis-4 expects that the influence of desired self-image on sport participation and well-being would

vary between different age, gender, and household income groups. Two phases will be carried out in this on-going study. In the first phase, four qualitative focus-group studies will be organized to assess whether SGZ has specific demand for desired self-image in sport participation. In the second phase, a survey questionnaire will be developed to measure respondents' desired self-image, sport involvement, subjective well-being (physical, mental, and social), and socio-demographics. Factor analysis and structural equation modeling will be employed to estimate the relationship model. Results of this study will shed a light on the relevance and significance of the symbolic meanings attached to sport participation in stimulating SGZ's demand for self-branding, which could be leveraged for individual physical, mental, and social well-being.

ACCEPTABILITY AND INTEREST IN A 'SPORT COMPATIBILITY' PROGRAM CONCEPT OFFERED AT QATAR OLYMPICS AND SPORT MUSEUM AMONG MUSEUM VISITORS

Linzette Morris¹, Kamilla Swart², Trevor Smith³, Mariem Latrous¹, Dominic Cunliffe⁴, and Chelsea Shortt⁵

¹Qatar University, Qatar; ²Hamad Bin Khalifa University, Qatar; ³Olympic and Sports Museum, United Kingdom; ⁴International Physical Literacy Association, United Kingdom; ⁵Northern State University; United States of America

Physical activity and regular exercise are essential elements in promoting healthy lifestyles and preventing disease (WHO, 2021). On the other hand, lack of physical activity is a key risk factor for obesity and other non-communicable diseases (NCDs) i.e. type 2 diabetes and cardiovascular disease (WHO, 2021). Unfortunately, some of the world's highest physical inactivity levels are found in the Arab region and the Gulf Cooperation Council countries, including Qatar (Rahim et al., 2014). Moreover, mortality rates due to

chronic NCDs in Qatar were collectively ranked as the number one cause of death annually for the past ten years. Therefore, increasing overall physical activity levels among the Qatar population is a priority and aligned with the objectives of Qatar's National Health Strategy 2018-2022 (Ministry of Public Health, 2018). The Qatar Olympic and Sports Museum (QOSM) will open in Doha, Qatar in 2022. The Museum will be a place where visitors can celebrate sports worldwide and learn about Qatar's sport history. The Museum aims to inspire and enable visitors to be active for life by offering a tailored sport compatibility program. The premise is that this program will assist in identifying the sports and activities Museum visitors might most enjoy and succeed in based on their interactive performances at various stations and a series of questions they answer before or after their visit. The proposed concept is based upon the principles of Physical Literacy, which is defined by the International Physical Literacy Association (IPLA, 2017) as "the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life." However, to ensure the sustainability and potential feasibility of the proposed QOSM sport compatibility program, acceptability and interest among museum visitors need to be established. A cross-sectional survey-based study design will be utilized. The survey will be conducted online to avoid any face-to-face contact and prevent any risk of COVID-19 infections. Participants will be recruited via the Qatar Museum Volunteer database. Of the 764 members listed on the database from 54 different countries, 565 members are eligible to be included in this study. A draft online survey questionnaire will be piloted among a sample of English/Arabic-speaking participants to ascertain the readability of the questions. The survey will be distributed via SurveyMonkey survey software, and data will be captured centrally. Following piloting of the draft survey, a final version of the survey will be distributed in English and Arabic and will include open- and closed-ended questions. Questions related to participants' demographic profiles, interests, and physical activity levels will be included. In addition, questions related

to the participants' acceptability and interest in the concept proposed by QOSM and their expectations regarding the museum visit are included. Lastly, participant feedback is encouraged, specifically on their acceptability of the types of questions included in the sport compatibility questionnaire, if they visit the Museum. The sport compatibility questionnaire will be an adapted and translated version of an existing physical literacy questionnaire designed by Dr. Chelsea Shortt, Northern State University. QOSM hopes to inspire visitors to be more active and to engage in various sporting and physical activities following their visit to the Museum. By implementing such a program, visitors' physical literacy and physical activity levels and consequently the general Qatar population can be enhanced. These outcomes are thus aligned to Qatar's National Health Strategy 2018-2022 to develop healthier individuals.

SEARCHING FOR EFFECTIVE OPERATIONAL MECHANISM OF YOUTH SPORT BUSINESS ENTERPRISES IN CHINA: THE CASE OF SHANGHAI CAO YANHUA TABLE TENNIS SCHOOL

Yi Zhang and Chen Fan
Shanghai University, China

In an effort to expeditiously improve sport competitiveness in international tournaments, the Chinese government established a national, centralized, and top-down sport system in 1949 when the new China was founded. This administrative system was based on the nationally planned economy that provided administrative hierarchies and authorities to mobilize all financial, human, and material resources to support the development and operations of sport programs. Under this administrative practice, China has attained tremendous success in promoting sport participation, selecting and nurturing sport talents, and winning international competitions for the past 70 years. However, with the nationwide adoption of a new socialist market economic system in recent years, governance

and operation of sport programs are getting increasingly complicated and challenged. In particular, many sport programs that were traditionally funded by the government are facing tremendous difficulties in getting adequate resources to operate effectively; in some cases, governmental funding is completely stopped. As a result, privately owned, not-for-profit sport business enterprises have emerged and are gradually gaining market share. These entities are often referred as sport academies, schools, or clubs. To date, the total number of these private academies is still small, mainly because they often encounter many unprecedented managerial challenges in such areas as financing and budgeting, accessing to governmental seed funds, pricing strategies, and human resources. These challenges have led to business struggles and even closures, which have surely discouraged new academies from being developed. Although many of these new ventures are strained in the very sophisticated and competitive marketplace, some have emerged to become successful entities. Of them, the Cao Yanhua Table Tennis School is widely considered a very successful case in terms of financial well-being, training athletic talents, and ultimately brand development. Through analyzing the reasons that cause and channel of the successful operations of the Cao Yanhua Table Tennis School, this study was designed to conduct a case analysis to explore for effective operational mechanism of youth sport business enterprises. A qualitative research protocol was carried out, which included three components: (a) semi-structured interviews, (b) on-site observations, and (c) review of the school's operational manual, pertinent documents, and related literature. Concepts of management process and management control system, along with the stakeholder theory, were adopted as theoretical frameworks to guide the development of semi-structured questions and observational guidelines for the study. After obtaining permission to conduct the study from the school's administration, the interviews were conducted with senior level school administrators, lead coaches, and representing staff members. Non-intervened observations were made at all school func-

tions throughout typical school days and also competition days over a period of two weeks. An inductive two-level open coding process was used to analyze data and create overarching themes without a predetermined list of conceptualization. To cross-validate the identified themes and assertions, triangulations of information sources from the interviews, observations, and document examinations were conducted. Of the major findings, this study revealed critical themes in the areas of governance, decision making, and operational mechanism for effective school administration. The school adopts a vertical organizational structure, clearly delineating the values, ethics, responsibilities, duties, obligations, employee rights, procedures, standard of operations, authorities, and line and staff relationship. It is necessary to highlight that the school makes particular efforts in developing governmental relations, community relations, student recruitments, funding resources, and ultimately branding. In accordance with the national objectives of talent identification and development, the school has established its own unique coaching and training protocols, resulting in producing many nationally and internationally renowned table tennis players, such as Xu Xin, a world champion. Many of the school's student athletes have been selected to represent the Chinese National Team, provincial teams, or university teams. The school administration has recently signed cooperative agreements with numerous local elementary, middle, and high schools, and universities to co-cultivate students, ensuring students to achieve in both academics and athletics. Experiences gained and lessons learned by the Cao Yanhua Table Tennis School can be useful information for other management teams when developing and operating sport academies. Certainly, findings of this study should be further examined in future research investigations.

NATIONAL CLINICAL GUIDELINE: MANAGEMENT OF DENTAL INJURIES IN PROFESSIONAL SPORT

Rasmeh Al Huneiti, Huda Al-Katheeri, Bushra Saeed, and Rasha Nusr

Ministry of Public Health, Qatar

Qatar has culturally diverse health professionals; care provided may vary according to their background, resulting in variations in care. To bridge this gap, Ministry of Public Health (MOPH) established the National Clinical Guidelines (NCG) Program, which aims to reduce variation in care delivery, improve value from healthcare system, adapt international best practice to local context, enable insurers and providers to access latest evidence-based practice in diagnosis and management of diseases. The NCG for “Management of Dental Injuries in Professional Sport” was developed in collaboration between Strategic Planning and Performance Department, National Dental Program Leads, Lead of Dental Services at ASPETAR hospital and Subject Matter Experts (practicing healthcare professionals). A patient was also involved to incorporate patient's perspective in the care journey. This NCG is the first national guideline about dental injuries dedicated to professional sports and developed in preparation for 2022 World Cup. This NCG aims to standardize dental services for sport professional during and after the football activity. This NCG has been developed through a rigorous process which aligns with international best practice and localized to local context of Qatar, involving:

- Extensive literature search for well-reputed published evidence relating to NCG topic.
- Critical appraisal of literature.
- Development of a draft baseline guideline.
- Review of baseline by SMEs and patient.
- Review of guideline by National Clinical Guidelines & Pathways Committee (NCGPC) from stakeholder organizations across Qatar

- This NCG is published on MOPH website, ASPETAR Hospital and other partners to be available for health professionals providing dental services for sport professionals.
 - A Patient Information Leaflet is extracted from NCG in a simple lay language for use by patients.
- Development of this NCG shall serve to improve quality of care for athletes and advocate for best clinical practice strategies on management of oral health injuries in sports.

COMPARATIVE ANALYSIS OF PARALYMPIC ATHLETES COVID-19 RELATED DIFFICULTIES AND PERCEIVED COPING MANAGEMENT

Courage Adenyoh¹, Oluwaseun Omotayo², and Frank Kubi²

¹University of Education, Winneba, Ghana;

²University of Health and Allied Sciences, Ho, Ghana

Covid-19 pandemic has challenged modern ways in assessing a spectrum of distress and difficulties about perceived coping. In promoting physical activity participation during the Covid-19 pandemic, researchers have been interested in identifying Covid-19 related difficulties and perceived coping. The correlates of Covid-19 media exposure, difficulties, stress and coping among athletes have not been extensively examined. This study assessed aforementioned variables from the perspectives of sub-Saharan Africa. The study employed the cross-sectional design with primary data collected from 30 para-athletes drawn from Ghana and Nigeria using Google forms. Variables measured were adapted from Pat-Horenczyk, et al., (2021). The reliability of the validated instrument was $\alpha=0.75$. It was hypothesized that media exposure, gender and sporting years would not predict perceived Covid-19 difficulties among Paralympic Athletes. Data was analyzed using descriptive statistics, and multiple regression. Results showed that 60% of Para athletes could not isolate during the pandemic and

were always exposed to Covid-19 difficulties via media. The hypothesis was rejected, $F(3, 76) = 0.611$, $p > 0.05$). Higher levels of Covid-19 media exposure was associated with higher levels of Covid-19 difficulties. In conclusion, athletes' media exposure during the pandemic is intertwined with athletes' relationships, patterns of communication and stress. Appropriate recommendations were made.

EXPLORING WELLBEING AND SOCIAL BENEFITS FROM CONFIGURATIONS OF SPORT, LEISURE AND COMMUNITY PARTICIPATION

Adam Karg¹, Ian O'Boyle², Rochelle Eime³, Heath McDonald⁴, Leila Heckel², and Carleigh Yeomans¹

¹Swinburne University of Technology, Australia;

²University of South Australia, Australia; ³Victoria University, Australia; ⁴RMIT University, Australia

The benefits of sport, alongside other forms of physical activity, are well established. In addition to physical health benefits, participation in sport and leisure has been shown to improve wellbeing, social functioning, life satisfaction and sense of community (Eime et al. 2013b; Hoyer et al., 2015; Kim & James, 2018; Wheatley & Bickerton 2019). Further, frequency, intensity and consistency are shown to impact the outcomes from engagement with sport and leisure activities (Eime et al 2013a, 2013b; Wheatley & Bickerton 2017). While the majority of studies have looked at use of one type of activity, approaches considering the comparative impact of different activities or involvement (e.g. sport and non-sport community engagement (Hoyer et al., 2015), or sport, art and culture engagement (Wheatley & Bickerton, 2019)) are visible in the literature. These studies provide a framework to better understand how engagement in comparative or concurrent activities may lead to common or unique benefits. This is particularly important for understanding the outcomes from sport and leisure consumption

given that, for example, individuals may participate in a combination of organised sport team competition, unstructured participation, attendance at fitness and aquatic centres, and/or engage within community groups. To this end, understanding the nuanced relationships between engagement with different sport and leisure activities, user experience and wellbeing and social outcomes represents an important challenge. To advance understanding of the common and unique benefits from different activities in the Australian context, we undertook a nationally representative survey (n= 2014) which was administered via an online provider. The data collection tool included demographic questions, and a range of questions related to the individual's sport and leisure activity, which were used to develop user groups or configurations. The final part of the data collection tool collected a range of outcome measures for wellbeing (Diener, et al., 1985), as well as social connection and belonging (Lee & Robbins, 1995). To analyse data, we compared wellbeing and social outcomes across six groups where individuals undertook: no activity, community engagement only, sport engagement only, combinations of sport, community and leisure centre/gyms engagement, and participation in all activities. Our preliminary results demonstrate higher levels of wellbeing, belonging and satisfaction with life result from engagement in higher volumes of sport and leisure activities. Ongoing analysis will focus on the types and patterns of usage, with a view to understanding what activities, or combination of activities, influence specific wellbeing and social outcomes. Our study seeks to contribute to understanding the common and unique effects of different sport and leisure activities. Often, the delivery of sport and leisure services is undertaken by organisations with very different ownership structures, resourcing models and levels of formalisation and structure. Therefore, a deeper understanding of how different activities play a role in positive outcomes has implications not only for the design of activities and programs, but also for policy frameworks that inform the roles of sport and leisure to maximise wellbeing and social impacts.

HOW AND WHY DIFFERENT BRAND PERCEPTIONS OF CHARITY SPORT EVENTS IMPACT ON PARTICIPANT REENGAGEMENT BEHAVIOUR

Jens Blumrodt¹ and Nell C. Huang-Horowitz²

¹Rennes School of Business, France; ²California State Polytechnic University, United States of America

Charity related sport events emerged in the context of multiple physical activities, they provide participants with an opportunity to engage in two meaningful activities simultaneously, i.e., physical wellbeing and charity donation. Charity sport events (CSEs) make participants spend time, effort, and money; the monetary donations represent an essential part of events' fundraising for a cause or charity. While research demonstrated the reasons for participating and giving in diverse physical contests, the relationship building mechanisms of participants' reengagement with the charity-brand remain blurred. The purpose of this study is to investigate different CSEs-brands and their concepts to demonstrate participants brand-perceptions, the existent differences between those brands, and to address reasons for the most meaningful reengagements—best practices—with the brand. It is sometimes not obvious to distinguish sport events whose primary objective is the sporting contest from those which are more cause related, but in any case, these are events combining philanthropic and physical components (Palmer & Dwyer, 2019), and draw financial support from diverse sources (Wilsker & Young, 2010). Although the events themselves differ in many ways, fundraising mechanisms often include local, regional, or international cause-related charity sport events, physical activity events, community events, participant sport events, and special events, and can be one-time or recurrent events (Van der Wagen & White, 2018). Event participants are key stakeholder, they devote time and effort to contribute financially to the charity, create community spirit, and help garner media attention (Daigo & Filo, 2020). Some research streams consider charity events as brands and brand

image management concerns all types of organizations which convey impressions that combine in an organizational image (Michaelidou et al., 2019). Research determined that charities rely particularly on their image as it impacts one of their primary resources including participants as donors (Gregory et al., 2019; Michel & Rieunier, 2012). Following social representation and brand theories, three different CSE-brands are scrutinized -first: Trailwalker Oxfam France (TOF), second: Grenoble Children's Hospital race (CHR), and third: Action Contre la Faim (ACF)-, and fifty-five semi-structured interviews were conducted for this exploratory qualitative study during the 2019-2020 season. The interview data started to show some redundancy across all three events after 37 interviews; several more interviews were conducted to make sure the data had somehow reached saturation (Tuckett, 2004). The on NVivo software applied methods and techniques identify participants' perceptions, and those elements which moderate participants' behaviour, as reengagement and engagements in other activities with the brand. The attraction of participants is mostly linked to the non-service-related attributes (cf. Keller, 1993). The perceived elements reflect different brands and some influence positively behaviour. The contrary is also true. The TOF is conducive to cocreate values between organisers and participants, the former providing coaching, and the latter improving the event' social media reach. Additionally, other elements, e.g., brand-diversification proposition and improvement of transparency, can foster reengagement. The outlined perceptions include the difficulty of the race which is sensemaking for the charity brand physical contest. The fundraising challenge—in order to obtain team's starting right bib—is inextricably linked to teams' self-marketing communication via social media and is a central element of runners-perceive. The CHR is a small-scale participant run with—on the level of individual participants—a strong connection of runners to the voluntary nonprofit organisation, which interacts directly with the city. The event is the equivalent to an association, as it is the one and only activity of the nonprofit. We interpret this as the

runner's engagement in the voluntary activity presented by the association (Ibsen et al., 2019); the Hospital event is historically embedded in participants' agenda and connects their participants to the city and to the cause. The ACF-event includes participant-perceptions with a strong link to the charity and to their sponsors, as the running teams are employees sponsored by their company. The ACF-leitmotiv reflects the charity business concept and core value visible on brand's website: "Thanks to the energy of your teams and the support of your organisation, Action Against Hunger can develop its missions" (Action Contre la Faim 2021). Core values, instead of being used directly in the external brand communication, should be "first interpreted and then only indirectly expressed" (Urde 2003, p. 1034); too much business communication could decrease re-engagement intentions.

FACTORS AFFECTING THE PARTICIPATION OF LEISURE SPORT ACTIVITIES IN CHINA: AN EXPLORATORY ANALYSIS

Li Yanmei

Guangzhou University of Sport, China

The 14th Five-Year Plan of China has set the Outline of the 2030 Plan of "Healthy China", as the primary goal of national development. The construction of healthy China not only opens up new development facilities and programs for enhancing people's health, improving people's life, and assisting the economic transition and upgrading, but also brings unprecedented development opportunities and consequently severe challenges for leisure sports. In this process, people's multi-perspectives of health should be at forefront of strategic positioning. Health is the foundation of human comprehensive development, and is about every family happiness. President Xi Jinping has stressed repeatedly that without people's health, there would be no overall well-being society. The overall health level of Chinese residents is a key sign of economic and social development in the nation. Whether a nation is physically and mentally healthy

and whether a nation has strong physique are ultimately related to the destiny and future of the country. People's health should be put in the strategic position of preferential development. The General Office of the State Council issued several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption and the Guidance on Accelerating the Development of the Fitness and Leisure Industry and The policy promulgation and implementation of the National Fitness Program (2021-2025) are purported to accelerate the development of the sport industry and promote sports consumption. The Healthy China objectives advocated by the central government certainly provide useful directions for policy implementations. How best to effectively carry out these policies and plans, and consequently improve the quality of people's lives would be necessary topic of research inquires. By conducting a comprehensive review of literature, interviews and observations, and on-site surveys, the purpose of this study was to examine the factors influencing the participation in leisure sports activities.

Research participants were individuals residing in China's Pearl River Delta region, who regularly participated in leisure sport activities. Factor and regression analyses revealed that there were five factors influencing the participation of leisure sports activities provided by the public community, including program quality, environment condition, facility function, staff attitude, and economic conditions. These factors significantly affected the satisfaction of the residents in their level of leisure sports activities. In conclusion, the Pearl River Delta region has a solid economic basis and the precondition of the development for leisure sports. Program administrators should careful consider these factors when developing strategies and implementing procedures to effectively promote leisure sport participations.

NATURE CONNECTEDNESS AND MENTAL HEALTH AMONG SKIING PARTICIPANTS IN JAPAN: A 2-WAVE LONGITUDINAL SURVEY

Yunfan Wu and Shintaro Sato

Waseda University, Japan

Nature connectedness is defined as an individual's psychological or emotional bond with the natural world (Schultz, 2002). Declining nature connectedness and physical activity may result in mental issues. In recent years, the benefits of outdoor activities have received keen attention. Previous literature showed that outdoor activity could generate a more significant positive impact on mental health than indoor physical activity (Thompson Coon et al., 2011). In this sense, outdoor sports (e.g., hiking, climbing, skiing) should be an excellent choice to prevent some negative outcomes related to mental health (Sarkar & Fletcher, 2014). The current study was conducted to investigate the effect of outdoor activity on improving mental health through nature connectedness and its long-term effect. In addition, the study explored factors influencing nature connectedness such as the proximity to natural spaces, the accessibility, experiences of nature, and the frequency and time spent in nature. These factors can trigger a beneficial interaction and vary in importance among geographic regions, age, and socio-economic groups. Providing access and fostering exposure to natural environments can serve as a public health tool to maintain mental health. Data were assessed after the ski and at a one-month follow-up. Samples will be skiing participants in the ski resort. The total sample will be 800 people. Skiing participants can read the QR code and answer the questionnaires online in the ski resort. Their contact information will be collected. After one month, participants will receive a follow-up questionnaire. Mental health will be measured with the MHI-5 Alternate Form General Mental Health Scale (McHorney & Ware, 1995). A 4-item Nature Exposure Scale (Kamitsis & Francis, 2013) will measure an individual's exposure to nature in everyday life and activities and exposure to nature outside of everyday environments. Nature

connectedness will be measured by Nature Connectedness Scale (Cheng & Monroe, 2012). The summaries of the results will be discussed at the conference. This research will contribute to the development of the study of nature connectedness, exploring new means to measure the benefits of outdoor activities. In addition, this will provide the sport companies and organizations with promotion strategies for outdoor activities programs to maintain mental health.

IMPACTS OF MEGA SPORTING EVENTS FOR RESIDENTS' PSYCHOLOGICAL WELL-BEING: A SYSTEMATIC REVIEW

Jiaxuan Peng and Shintaro Sato

Waseda University, Japan

With the increasing number of major sporting events in recent years, researchers want to explore their impact on residents' lives and their political and economic impact on the local area. Psychological well-being or eudaimonic well-being is a good entry point because it has physical and psychological effects on people. According to Ryff (1989), psychological well-being comprises six parts: self-acceptance, positive relations with others; environmental mastery; autonomy; purpose in life, and personal growth. Additionally, increasing evidence supports the health-protective features of psychological well-being in reducing the risk for disease and promoting length of life (Ryff, 2014). However, other academic literature holds different attitudes regarding the effects of major sporting events on people's psychological well-being on residents. For example, some residents experienced displacement during the Olympic Games due to the local organizer's sense of gigantism and urgency (Rocha & Xiao, 2022). Furthermore, some articles suggested that the positive impact mainly focused on event legacies, which could have long-term developmental effects on the local community and bring cultural interests and community pride (Kaplanidou, 2020 & Sato et al., 2022). In contrast, some researchers pointed out that the effect only appears in residents with emotional

attachment (Sung et al., 2021). This study aims to summarize the impact of mega events on residents' psychological well-being by using a systematic review method. We conducted a systematic review study using PRISMA guidelines with the mixed methods appraisal tool (MMAT) to evaluate the quality of studies. Four databases will be used: PubMed, ProQuest, ScienceDirect, and Web of Science. Following seven initial screening criteria, 480 papers were scanned. After using two eligibility criteria and MMAT to evaluate, ten articles were included. The details of the summary of the impact of mega events on residents' psychological well-being using a systematic review method will be presented at the conference.

SPORT IN TIMES OF CRISIS: IMPACT OF THE COVID-19 PANDEMIC ON THE SPORT AND PHYSICAL EXERCISE HABITS OF COLLEGE STUDENTS AT SEC MEMBER INSTITUTIONS

Katja Sonkeng¹ and Jepkorir-Rose Chepyator-Thomson²

¹James Madison University, United States of America; ²University of Georgia, United States of America

With the COVID-19 pandemic mostly in the rear window, the global sports industry has been ramping efforts to assess the financial and cultural impact of the now more than two year-long global public health crisis. Gone are the days when the sports industry proudly referred to itself as "recession-proof," since the global sports world suffered major disruptions in sporting events since the World War II. Besides the financial loss – the value of the sports industry was estimated to be \$756 billion annually (UN.org, 2020) – caused by cancellations and postponements at all sports levels globally, it had also taken away one of the most important yet often demonized and underestimated human basic needs: Physical touch with its affirmative, rejuvenating and healing power. Taking a

huge toll on the sport and physical activity habits, gyms and other recreational facilities were closed indefinitely, leaving many individuals to their own device. While some resorted to at-home workouts and outdoor physical activities, others completely stopped actively participating in their regular individual or group sporting or physical activities. Those who ventured outdoors gained new friends and those who stayed home experienced loneliness, with both groups developing a variety of coping strategies. Medical experts and professionals have increasingly warned that the lack of exercise or sport participation involving positive human touch could contribute to the alarmingly rise of mental and physical health issues worldwide. In addition, as amply proven by previous research, participation in sport and physical activity are positively correlated to successful academic performance (e.g., Qurban et al., 2018). The purpose of this study, therefore, is to assess the impact of the COVID-19 pandemic on the sport and physical exercise habits of college students at SEC member institutions. Using an interpretive qualitative research approach, data were collected through a qualitative research survey consisting of open-ended questions, disseminated via email to college students at SEC member institutions. The significance of this study lies in its aim to explore how the pandemic substantially impacted sports and exercise habits of college students, providing invaluable insight on how the public health crisis substantially transformed the broader society and its value for sport, underpinned by the notion of sports as a microcosm of society at large. Study findings reaffirmed the significant role of sport and physical activity in today's world, and how its absence may be detrimental to the well-being of individuals. Practical recommendations include coping strategies and alternatives to traditional physical and sporting activities throughout the COVID-19 pandemic. Similarly, it may expand researchers, educators, and practitioners' understanding of the diverse socio-cultural perspectives on sport and physical exercise, and particularly how it informs participation patterns and lived experiences of college students at major SEC member institutions in the United States.

INTEGRATING SPORTS AND MEDICINE IN CHINA: AN EXPLORATORY INQUIRY

Yuanli Chen¹ and James J. Zhang²

¹Chengdu University of Traditional Chinese Medicine, China; ²University of Georgia, United States of America

When properly planned and managed, integration of sports and medicine can effectively promote public health. Research evidences derived in recent decades confirm the benefits of exercise for enhancing human health and preventing diseases (Piercy et al., 2018). Well managed physical activities are deemed to be highly correlated with an individual's health status (Morris & Parks, 1953). Coupled with medical treatments, regular exercises can reduce one's sedentary lifestyle (Zhu & Owen, 2017) and are found to have significant effect on a vast list of chronic diseases (Pedersen & Saltin, 2015). Yet, a challenging issue is how to integrate and manage sports and medicine, two different disciplines. In 2007, the American Medical Association and the American College of Sports Medicine jointly launched the "Exercise Is Medicine" project, aiming to strengthen the healthy development and cooperation of sports and medical fields, formulate effective collaborative services, and promote multidisciplinary health promotion projects (Winters, 2020). Since then, many countries have adopted this cooperative model, including China (Liguori, 2021). In the context of the "Healthy China Initiative", the integrated management of sports and medicine has become a key factor in promoting public health in an effort to cope with the aging population, increasing sub-health conditions, and prevailing chronic diseases in China. Compared with the U.S., the integration of sports and medicine in China is still at an early stage. Adopting the Theory of Constraint (Goldratt, 1998), the purpose of this study was to conduct a qualitative inquiry into major issues hampering integrations of sports and medicine in China. Based on information derived from a comprehensive review of literature, comparative analyses of government reports between China and the U.S., and onsite observations of health

promotion programs, three major constraints in China's integrated management are identified, including insufficient promotion of government guidelines, disconnection of social organization's resources, and lack of market-oriented entrepreneurship. According to the classic model of collaboration theory (Haken, 2012), the integration of sports and medical care should take into consideration organizational relationships, collaborative evolutions, and operational transformations. Mechanisms are proposed to address constraints related to breakdowns in the process of coordinating resources, promotions, and services. It is necessary for sports and health promotion organizations

and programs in China to learn from evidenced-based best-practices derived in the U.S. and other countries with well-developed integration models to improve the level of integration and development. The findings of this study further indicate that scientific evidences should be considered when developing health guidelines. To effectively promote the integrated development of sports and medicine, multidisciplinary cooperation among government agencies, universities, associations, communities, and not-for-profit organizations needs to be institutionalized.

RESEARCH ON CHINESE RESIDENTS' INTENTION OF ICE AND SNOW SPORTS BASED ON HEDONIC-MOTIVATION SYSTEM ADOPTION MODEL

Maowei Xu, Shuaixing Wang, and Jiahui Zhao
Wuhan Sports University, China

The development of Ice and Snow sports can not only improve people's health and enrich people's life, but also effectively promote China's economic development, and help build a new development pattern with the domestic big cycle as the main body and the domestic and international double cycles promoting each other. At the same time, the successful bid of Beijing 2022 Winter Olympics has dramatically increased the heat of ice and snow sports, and ice and snow sports have ushered in new opportunities for rapid development. How to improve residents' willingness to ice and snow sports, expand participation and promote the development of ice and snow industry has also become an important content of academic research. In this study, literature, expert interviews, questionnaires, mathematical statistics and other research methods were used to study Chinese residents' willingness to ice and snow sports based on the Hedonic-motivation System Adoption Model, and to explore the influence mechanism of Chinese residents' willingness to ice and snow sports from internal motivation and external motivation. In this study, a total of 410 questionnaires were sent out and 370 valid questionnaires were collected. The sample data were analyzed by structural equation model using AMOS 24.0 software. The results show that the Hedonic-motivation System Adoption Model has a good effect on the interpretation and prediction of Chinese residents' willingness to ice and snow sports. Perceived ease of use has a significant impact on curiosity, happiness, control and perceived usefulness. From the standardized path coefficient, perceived ease of use has the largest impact on perceived

usefulness, followed by curiosity, happiness and control. Perceived usefulness, curiosity and happiness had a significant impact on exercise willingness. From the standardized path coefficient, curiosity had the largest impact on exercise willingness, followed by perceived usefulness and happiness. Curiosity, happiness and control have a significant impact on immersion, and it can be seen from the standardized path coefficient that happiness and control have the biggest impact on immersion. The results show that improving the sports skills and ice and snow sports experience of Chinese residents is an important task for the development of ice and snow sports in China at the present stage, and also prove that internal motivation has a key impact on the intention of ice and snow sports. In order to enhance residents' willingness to participate in ice and snow sports, expand participation and promote the high-quality development of Ice and snow sports in China, this study puts forward the following countermeasures based on the research results: Strengthen the publicity of ice and snow sports and establish the awareness of ice and snow sports; Improve the skills of ice and snow sports, expand the participation of ice and snow sports; Optimize the supply of products and services to improve the ice and snow sports experience; We will innovate talent training models and optimize the supply of high-end talents.

RIO 2016 OLYMPIC LEGACY: REVISITING THE CASE OF VILA AUTÓDROMO FIVE YEARS LATER

Claudio Rocha
University of Stirling, United Kingdom

Legacy has become an omnipresent discourse in contemporary Olympic affairs (MacAloon, 2008). The focus of the current research is on the long-term social legacy of Rio 2016 Olympic and Paralympic Games. I

waited five years after Rio 2016, to revisit the case of Vila Autódromo, a small favela located next to the Rio 2016 Olympic Park. From 2009, when Rio was chosen to host the Games, until the eve of the event, the city hall tried to remove Vila Autódromo to build the Olympic Park (Sanchez et al., 2016). There are reports about what happened with Vila Autódromo before and immediately after the Games (Faulhaber & Azevedo, 2015; Ivester, 2017; Talbot & Carter, 2018). But when the Games passed, the interest in Rio has faded away, moving quickly to the next host, Tokyo. Considering the concerns with long-term legacy and sustainable development of host communities (Leopkey & Parent, 2012), revisiting the case is important to advance the knowledge about social impacts of hosting the Olympic Games. Previous research has focused on forced evictions of those who stayed in Vila Autódromo (Talbot & Carter, 2018; Williamson, 2017). In the current research, I add the perspectives of those who left Vila Autódromo after facing eviction threats. I have drawn upon the ‘right to the city’ framework (Lefebvre, 1967). The aim of this research was to explore and describe the long-term social impacts that Rio 2016 Olympic gentrification has had upon residents of Vila Autódromo. I conducted semi-structured interviews with 13 residents involved in the process of community displacement of Vila Autódromo. Eight of them moved to a social housing complex. Five resisted and still live in Vila Autódromo. Interviews were voice-recorded and fully transcribed. Data analysis was conducted following Braun & Clarke's (2006) steps of thematic analysis. Initial results of thematic analysis showed that the Rio city hall staff used different strategies to convince residents to leave their houses. Three stages of negotiation were identified: first, psychological pressures (“you are invaders, if you do not accept our offer, we will remove you with no compensation”), second, violence (establishing a frequent police presence in the favela, carrying out forced evictions), and lastly, money compensation (for the last residents who refused to leave). By March 2016, most of their residents had been either forcibly removed or displaced to social housing – out of 700 families, only 20 resisted and still live in the local. The long-term social impacts of Rio

2016 gentrification for Vila Autódromo residents were negative for both groups. In the interviews, residents who stayed reported that they lost their community ties, close contact to friends and families and the infrastructure of the place (including green areas). Residents who left reported a feeling of deep regret for having accepted to exchange their homes for apartments, which have had financial distress on them. They also miss the old community ties. Both groups acknowledged that the Olympic Games helped to reduce the right they used to have to the city where they live.

THE DEVELOPMENT OF SPORTS TOURISM IN QATAR: CURRENT REALITY AND FUTURE PROSPECTS

Eiman Abu-Elshawarib

Ministry of education, Qatar

The study aims to identify the current reality and future prospects for the development of sports tourism in Qatar by achieving the following sub-objectives: Knowing (the role of planning in the development of sports tourism, the adequacy and availability of sports tourism facilities for the implementation of tourism programs, the availability of financial funding sources for sports tourism, the extent of The availability of natural environmental capabilities supporting sports tourism, the availability of sports tourism programs with the tendencies and trends of tourists, the availability of media and sports tourism marketing, the extent to which sports tourism achieve financial and economic returns), The descriptive approach has been used with a quality (survey and analytical) for its suitability to achieve the objectives of the study and the nature of its procedures, and the research sample was chosen in a stratified random manner from workers in the tourism and sports sectors, which numbered (200) workers, divided into (100) workers from those working in the sports sector, and (100) workers in the tourism sector, The study tools included a questionnaire to show the current reality and future prospects for the development of sports tourism in Qatar, and the questionnaire

was applied electronically in April of the year 2021 until July of the year 2021 on the basic study sample, and the most important results were the future of sports tourism linked to good present and future planning, to achieve tourism development must Work on societal cultural awareness. Sports events are the main component of sports tourism and are the largest social phenomenon in the world. There are public tourism facilities in Qatar to serve sports tourism, The state's economic situation is an indicator of the success of sports tourism, The current sports tourism programs need to some extent continuous development in line with the developments and requirements of the times, and the introduction of other sports tourism patterns. Between sports and tourism for workers in the sports and tourism sectors, which increases workers' experience in the process of linking the two fields and developing the two sectors in all respects, relying on (short-long) planning for sustainable sports tourism development, assigning leaders with scientific and practical experience to manage the field of sports tourism.

FIFA 2022: QATAR, THE LEGACY

M. Walid Qoronfleh¹, Sawsan Mohammed², and Musthafa Mohamed Essa³

¹*Q3CG Research Institute, United States of America;*

²*Instaura WLL, Qatar;* ³*Sultan Qaboos University, Oman*

As a global carbon energy producer, The State of Qatar has experienced rapid, compact transformation and vast societal changes over a short number of years. Systematically and with purpose, Qatar is marching towards its 2030 National Vision. Indeed, Qatar has emerged as an influencer on the global stage. Qatar a small country yet with ambitious dreams, has made it to the forefront of leading nations winning the bid of the 22nd edition of the FIFA World Cup™. The announcement on 2 December 2010 by The Fédération Internationale de Football Association (FIFA) that Qatar will be organizing the 2022 FIFA World Cup™ makes Qatar the first Muslim and Arab country from

the Middle Eastern area to host the tournament. Since, breathtaking developments ensued to prepare the country and its citizens for this one lifetime experience event. It is estimated that at least one million people are expected to visit Qatar during the FIFA World Cup™ 2022. Going forward, what will be striking is the legacy that this occasion will leave behind along with its regional impact. With this backdrop in mind, we produced a scholarly book (<https://novapublishers.com/shop/fifa-2022-qatar-the-legacy/>) that is intended to be mainstream for a diverse broad audience. The planned presentation will be informative, insightful and holistic. Yet, the contribution is intriguing enough for scholars and practitioners across the sport disciplines. We have carefully selected the themes and topics to cover highly relevant sport subjects in order to embrace and augment the sport entertainment debate. Moreover, we sought to symbolize and capture this unique memorable moment by providing a narrative of Qatar's perspective and achievements. The presentation is motifs which flows from the general to the specific. We introduce the concept of sport and why football is more than just a game followed by football infrastructure development and women's participation in sport with a particular focus on Qatar. Then, we proceed to describe the economic case of hosting the FIFA World Cup™ and the unprecedented attention that the football game gets especially the FIFA World Cup™ including some of the climate/environment challenges plus the risk of communicable diseases the tournament may face with a brief mention to the game role in individual health. Afterwards, we discuss elite athletes' performance in terms of nature vs. nurture, nutrition, psychiatry, psychology and mental health state. Finally, we touch on football fan experience where we highlight trends in smart stadium, sustainability innovations, and assistive technologies to enhance the sport aficionado experience and crowd management for security and safety. Perhaps even more important, woven into the discussion the authors explain the legacy of this event. What it means to Qatar and how it impacts the region as the first ever country to be selected to host the tournament in Middle East.

THE DEVELOPMENT TREND OF LEISURE SPORTS IN CHINA IN THE POST-EPIDEMIC ERA

Yanmei Li and Jia Liu

Guangzhou Sport University, China

An unprecedented epidemic of COVID-19 has posed a great threat to the life, safety and physical and mental health of our people, and at the same time, it is also changing people's ideas and way of life. After the epidemic, people's awareness of health is increasing, and people have paid more and more attention to sports health, medical care and health care. Leisure sports is not only an important means for people to pursue a better life, but also an important source of happiness. With its unique function, leisure sports have laid the cornerstone of personal health and family happiness. In this paper, the development trend of leisure sports in the post-epidemic era is taken as the research object, and the characteristics of sports and leisure of urban residents in the post-epidemic era are expounded by means of literature, investigation, interview, mathematical statistics and other research methods. This paper analyzes the relationship between quality of life and leisure sports, and probes into the new changes in the demand for sports and leisure products after the epidemic, and new business type, who is spawned by leisure sports consumption in the digital field. The future development of leisure sports is predicted. Through elucidating the results, we can draw the following conclusions; leisure sports improve the quality of life, leisure sports activities have gradually become an indispensable way of life for people, the development of the Internet promotes the digital upgrading of sports and leisure. National experiential consumption (outdoor sports and leisure products, in-depth experience products and high-quality sports tourism products) will become the hot spot of leisure sports consumption. "Sports +" will become the key to the development of leisure sports industry in the future, and the integrated development of sports and culture, education, tourism, pension, real estate, media, information, finance, agriculture and other industries will be further deepened;

the deep integration and development of leisure sports and national health will become an important focus of sports and leisure value in our country in the future.

THE NATURE AND CHARACTERISTICS OF DOMESTIC SPORT TOURISM IN CAMEROON

Siyabulela Nyikana and Tembi Tichaawa

University of Johannesburg, South Africa

Sport tourism has become an increasingly important domain in tourism literature and the global economy (Bob & Swart, 2010). While the research theme has received attention from scholars globally, very little has been done in the Central African context, despite sport being an important aspect of everyday life and a major component of domestic travel. This study focuses on Cameroon as a way of understanding how sport tourism events can be used as a tourist attraction, particularly for the domestic tourism market. In particular, the study considers the current motivations, practices and travel patterns of the domestic sport tourists in the country. Domestic sport tourism is poised to play a key role in the development of the African continent and its people especially when its development is guided by specific objectives and strategic initiatives linked to destination management in local areas (Nyikana & Tichaawa, 2020). These events are often used as a means of achieving economic development, and of increasing potential tourism revenue possibilities available at a destination (Holmes & Ali-Knight, 2017; Lesjak et al., 2017) thereby enhancing domestic tourism promotion. The idea of using such events is linked to the observation by Acha-Anyi (2018) that in spite of the great tourism potential observed in many countries in Africa, the actual realization is that such potential has not translated into real advantages in tourist numbers and receipts. Using a mixed method approach, the study collected data from event attendees (n=963) across three different events through the use of questionnaire surveys. Key findings revealed the prigin of domestic sport tourists mainly come from urban cities

in the country. These are mostly young males, who primarily work in the informal sector. Despite their interest in sport, the attraction is also closely linked to informal business and visiting friends and relatives (VFR). Their travel is characterized by shorter stays of between two and four days. The study findings have implications for planning and management of domestic sport tourism in the Cameroonian context, and the broader Central African subregion.

THE DEVELOPMENT OF A SPORT EVENTS TOURISM RECOVERY FRAMEWORK FOR SOUTH AFRICA

Tracy Daniels and Tembi Tichaawa

University of Johannesburg, South Africa

In South Africa, sport tourism and its related events have been identified as a unique niche product. Today, South Africa is considered a leading sport event tourism destination, hosting many sport events from smaller scale recurring events to major once off events such as the 2010 FIFA World Cup. According to the South African National Tourism Sector Strategy (2016), South Africa is a notable global competitor and attractive events destination for sport events and has experienced several benefits from their hosting. Along with economic benefits, these sport events have been used as tools for the promotion, positioning and branding of the country. In March 2020, the onset of the COVID 19 pandemic in South Africa saw the president declare a National State of Disaster, cancelling all public activities including sport events (Cape Town Travel, 2020; Swart & Maralack, 2020). Although the sport event tourism industry and sport events have suffered significant negative impacts as a result of the COVID 19 pandemic, the industry is recognized for its resilience and ability to overcome crises, creating employment and assisting the economy to recover (UNWTO, 2020). According to Weed (2020), sport tourism and its related events are recognised for their ability to make significant contributions to outcomes and policy goals around economic development, wellbeing, physical

health, mental health and environmental development. As the world begins to ease restrictions around travel, the sport tourism event industry will slowly start to reopen and the development of recovery strategies, frameworks and policies is now a necessity to the sustainability of the industry (South Africa Travel Trade, 2020). A recovery framework for sport event tourism in South Africa is essential to rebuild the sub sector and inform its sustainable development for resilience in the face of future crises. This will allow for sport events tourism to once again be used as a driver of economic, societal and environmental growth. The objective of the proposed research is to develop a sport events tourism recovery framework for South Africa considering the impacts of the COVID 19 pandemic. The multidimensional conceptual framework underpinning the research is based on the sport tourism framework, the resilience theory and stakeholder theory. These concepts will be used to provide useful insights into the current COVID 19 induced situation as well as provide guidance on the development of the recovery framework. The proposed study will apply a mixed methodology to inform the development of the framework. The study is currently ongoing, and data is currently being collected. It is envisaged that a preliminary analysis of the first set of stakeholder interviews will be presented at the conference. Based on the findings of the research a sport events tourism recovery framework for South Africa will be developed, which can be used by sport tourism event stakeholders in the bidding, planning and hosting of sport tourism events in South Africa. The framework can also be used to inform new policies on sport event tourism to achieve a resilient industry in the face of future crises.

THE 2022 BEIJING OLYMPIC WINTER GAMES AND THE DEVELOPMENT OF ALPINE SKIING IN CHINA – WILL IT BE A SUSTAINABLE SPORTS TOURISM AND LEISURE MANAGEMENT SUCCESS STORY?

Robert Kaspar¹ and Hermann Winkler²

¹Seeburg Castle University, Austria; ²Snow51, Italy

The 2022 Beijing Olympic Winter Games mark an important milestone of the development of China's winter sports industry and underline the country's efforts and ambition in becoming a leading winter sport market. While the organization of this mega event is instrumental for the party and the government to increase public health, convenient and state-of-the-art education formats are pivotal to establish a lifestyle trend and to grow a new sport in the long run. Using the example of the Snow51 urban carpet-ski school, the authors will discuss how enthusiasm - created by mega events - and practical education offers may build a solid base in supporting China's raise to become the global leader in alpine skiing. Sustainable development has been discussed since the 1992 UN Summit on Sustainable development in Rio de Janeiro. Sustainable tourism and leisure management have recently reemerged as important topics for tourism and leisure stakeholders given the evidence of the impact of climate change (Gössling et al., 2008). The professional practice oral presentation will endeavor to answer the following research questions:

- What is China's major motivation to host the 2022 Beijing Winter Olympics?
- What impact will the Games have on popular sports and the general population?
- What roles play influencer, decision maker and social media in creating new sport trends and lifestyles?
- How can practical education formats support the establishment and raise of a newly introduced sport?
- What are the perspectives for domestic sports tourism and leisure management?
- Will there be an impact on Chinese outbound and inbound snow sports tourism?

Robert Kaspar already in 1997 researched the sustainability of winter sports mega events for his dissertation focusing on the 1994 Lillehammer Olympic Winter Games. Within the framework of the event life cycle (Kaspar 2014) the legacy of winter sports mega events has emerged as a key issue. Hermann Winkler is actively engaged in developing alpine ski education formats for the Chinese market and has conducted more than 50+ expert interviews with industry leaders to filter out the main drivers of China's winter sport trend.

The authors will discuss how the combination of long-term governmental planning and reliable framework setting will create favorable conditions for private investors allowing to leverage mega events like the Olympic Winter Games. The created enthusiasm and motivation among the general population fuels the involvement of new lifestyle trends and thus ignite innovative and practical education formats allowing a beginner's market to become a leading global player in an extremely short period of time. In that regards fan and consumer engagement - lead by influencer, decision maker and social media - is equally or even more important than the medal wins of the national team at the Games. Hosting the 2022 Beijing Olympic Winter Games and developing the winter sports infrastructure in the host region but also in other parts of the country is highly important for China in motivating the population to be more active and to start practicing winter sports like alpine skiing.

STAKEHOLDER PERCEPTIONS OF THE COVID-19 PANDEMIC AND SPORT EVENT TOURISM SUB SECTOR IN SOUTH AFRICA

Tembi Tichaawa and Tracy Daniels

University of Johannesburg, South Africa

Prior to the COVID 19 pandemic, sport tourism was considered to be one of the fastest growing tourism sectors in the world (Chang et al., 2021). In the global south, sport event tourism was seen as an appealing force for economic and social development, with nations actively competing for the hosting of these events under the premise of economic development, upgrades to sporting and transport infrastructure and opportunities for locals (Bridenhann, 2011; Daniels et al., 2004; Esfahani et al., 2009; Kaplan, 2004; Lamont & Dowell, 2008; Maruma et al., 2015; Nyikana & Tichaawa, 2018). In South Africa, the sport event tourism sub sector has been identified as a unique niche produce which the government has strongly supported through the provision of facilities, training, marketing and promotion. The result of this has been that South Africa has

identified sport event tourism as a means of creating a national identity and as a catalyst for economic growth and overall development, emerging as one of the leading sport event tourism destinations in the world (Nyikana, 2016). Despite the above, the sport tourism event sub sector is extremely vulnerable to crises and has been significantly impacted by the COVID 19 pandemic, bringing its associated potential positive impacts and future sustainability into question. The onset of the COVID 19 pandemic has devastated sport event tourism and all its related activities in South Africa, with detrimental impacts on the economy and the people. The objective of this research is to determine stakeholder perceptions of the impacts of the COVID 19 pandemic on the sport event tourism sub sector in South Africa as well as their views on its potential recovery. Existing evidence shows that pandemics such as COVID 19 could become more frequent, meaning that sport event tourism stakeholders need to be clear on the impacts of these occurrences so that they can be efficiently equipped with sufficient and correct knowledge to build resilience in the industry and manage these times of crises in the future. In order to do this, a clear understanding of the impacts of the pandemic on the sub sector needs to be established and the impacts clearly identified. The conceptual framework underpinning the research includes the sport tourism framework, resilience theory, and stakeholder theory. For the purposes of the research, the focus is on sport event tourism as a dimension of sport tourism. Considering the wide range of impacts of the COVID 19 pandemic on the sport event tourism sub sector, and the wide range of stakeholders involved in the planning and hosting thereof, these theories provide valuable guidelines for the analysis of the findings of the study. The methodology for the study is based on stakeholder interviews with key role players in the sport event sector in South Africa. The current study is ongoing, and the key findings will be elaborated upon during the conference. Through the findings, the study will provide new theoretical and empirical evidence on the topic under investigation.

PREDICTING THE LEGACY OF QATAR'S WORLD CUP: A MACHINE LEARNING APPROACH

**Robert Franzoi¹, Mohammed Yaqot¹, Karim Rezk²,
Brenno Menezes¹, and Kamilla Swart¹**

*¹Hamad Bin Khalifa University, Qatar; ²Gothenburg
Trading and Contracting, Qatar*

The objective of this work is to propose a framework to assess the selected legacies of human development (knowledge) and social development (beliefs) to be predicted from Qatar's 2022 World Cup. The particular area of human development that is being assessed relates to attaining new knowledge about the host nation, Qatar, and its culture. Additionally, a related legacy to be assessed is the social development regarding changes in the beliefs of people about Qatar. The consequence of these structural changes, better knowledge, and changes in beliefs about Qatar means an enhanced international profile and global positioning. Variations in the changes of knowledge and beliefs will be assessed in the respective key markets (top 10 markets including tourism, trade, and GCC after the blockade). In measuring selected legacies, novel approaches will be developed for the sport management research, including the use of data-driven machine learning (ML) and optimization to enhance the sports industry in Qatar. To assess the consequences of the structural change of human development (knowledge about Qatar) and social development (beliefs of people of Qatar) in key markets, online panels will be conducted pre- and post-FIFA World Cup. These data will then be used to model the knowledge and beliefs by using discrete search capability for feature- or subset-selection. Such methodology aims to identify correlations of inputs (knowledge and beliefs) and outputs (legacy) to build surrogate or proxy algebraic models for any type of complex process analytics to be applied in social progress and sustainable economic studies. The framework is comprised of the following steps: 1. Survey to assess changes in perceptions pre- and post-World Cup in key markets as a measure of knowledge and beliefs for analyzing shifts in perceptions due to the World

Cup. 2. Implementation of the online panels. 3. Develop the process analytics machine learning algorithm for the identification and estimation of surrogate process analytics formulas to correlate the legacy outputs (legacies) with respect to the measured inputs (knowledge and beliefs).

SPORT TOURISM IN THE GLOBAL SPORT MARKETPLACE: A DEVELOPMENTAL PERSPECTIVE

Lyndon Bouah

Western Cape Provincial Government, South Africa

South Africa is one of only three countries to have hosted the rugby, cricket and football World Cups in 1995, 2003 and 2010 respectively. The value of hosting of these mega events have been debated in South Africa and Africa. I will explore some of the learnings that we in South Africa have made in relation to the value of hosting mega events in a developmental state. I will review the use of stadia, the concept of public value and public good in relation to the hosting of events. A discussion about the benefits of sport tourism will be undertaken to determine if South Africa and sport tourism benefitted from the hosting of these events. South Africa is a long-haul destination and it is imperative for us as a destination to maximise the benefits of tourism from a global sport perspective. The paper will highlight sport tourism in Cape Town and the Western Cape in particular. I argue that by offering a diverse range of sport opportunities from sevens rugby events, cycle tours, marathon and other leisure opportunities, Cape Town and the Western Cape have become global players. The paper will review the nature of events and offer a perspective from the global south and a developmental nature. Sport Tourism contributes to the economy of the Western Cape and also different benefits to different industries.

THE LEGACY OF THE 2022 FIFA WORLD CUP – HUMAN RIGHTS AND WORKERS' WELFARE

Zachary Calo¹, Kamilla Swart², and Ray Jureidini³

¹Hamad bin Khalifa University, College of Law, Qatar; ²Hamad bin Khalifa University, College of Science and Engineering, Qatar; ³Hamad bin Khalifa University, College of Islamic Studies, Qatar

Legacy has been at the forefront of the bidding and planning of the 2022 FIFA World Cup™. It is aligned to the Qatar National Vision (QNV) 2030 and one of the first initiatives of achieving the goal of creating a lasting legacy for Qatar was the establishment of the National Legacy Committee in 2011 and a Legacy Framework (Supreme Committee for Delivery & Legacy (SC), n.d.). The Legacy Framework guides the development of the strategies, policies and plans required to deliver on the legacy commitments as well to achieve the long-term legacy vision (SC, n.d.). It is evident that the Supreme Committee for Delivery & Legacy for the 2022 FIFA World Cup™ has developed a clear framework to deliver on its legacy commitments together with its stakeholders. However, as underscored by Bocarro et al. (2018, p.21), “legacy has become a taken-for-granted activity, a concept promoted to justify and legitimise the resources required to host mega events.” Thus, it is important to capture the legacies in a comprehensive and systematic manner, both from a knowledge management and transfer of knowledge perspective in order to inform planning and policy developments, in relation to Qatar’s hosting of other mega-events and especially for emerging countries interested in bidding and hosting future mega-events. The proposed panel addresses the human rights legacy, with a specific focus on Workers’ Welfare, given the global contestation and public scrutiny Qatar has faced in relation to its failure to uphold the internationally recognized labour rights of its sizable migrant worker population.

QATAR FIFA WORLD CUP 2022 FOOTBALL PARTICIPATION LEGACY

Khaled Alhalk¹, Kamilla Swart¹, Stephen Shapiro², and Othman Al Thawadi³

¹Hamad Bin Khalifa University, Qatar; ²University of California, United States of America; ³Qatar University, Qatar

The 2022 FIFA World Cup in Qatar will be the first FIFA World Cup to be hosted in the Middle East and in a Muslim country. Qatar has increasingly used the hosting of international sport events to diversify its economy, with the 2022 World Cup being most prestigious mega-event ever hosted in the country. While sport mega-events are used by emerging nations as both foreign and domestic policy tools (Reiche, 2014), there is much debate as to whether these events deliver long-term benefits for the host country. Given the anticipated benefits, it is vital that the needs and aspirations of different stakeholders be integrated into the World Cup processes, including planning, implementation, and post-event phases (Swart & Bob, 2012). Legacy has received increasing attention from governments around the world. This is no different for Qatar, as legacy is at the forefront of the 2022 World Cup and aligns with the Qatar National Vision (QNV) 2030. The Supreme Committee for Delivery & Legacy (SC) (n.d.) established the National Legacy Committee in 2011 and a Legacy Framework which guides the development of the strategies, policies and plans required to deliver on the legacy commitments as well to achieve the long-term legacy vision (SC, n.d.). Increasing sport participation has been identified as part of the sport legacy, however there is limited research on this aspect of legacy. Hence this study sought to assess stakeholder perceptions of the football participation legacy of the FIFA World Cup Qatar 2022 (FWC 2022) from the awarding of the bid to hosting the 2022 event to date. Preuss (2019) event legacy framework was used as the conceptual framework for the study. A mixed methods approach was utilized to conduct the study. Quantifiable data was collected from various stakeholders and secondary sources to assess increases

in football participation. Qualitative, key informant interviews was conducted with various football stakeholders to evaluate their perceptions of the role of the FWC 202 on football participation in the country. Stakeholders included the Qatar Stars League (QSL), Qatar Football Association (QFA), Qatar Women's Sports Committee and Qatar Olympic Committee, and Aspire Academy. Furthermore, the study was broadened further to include football players at various levels (national team players, professional football players registered in the QSL, amateur players registered with QFA, women football players as well as coaches). A semi-structured interview schedule was developed for the key informant interviews that focused on the effect of 2022 World Cup on the popularity of football in Qatar, women's football participation, organizations objectives, football programs and initiatives, and football participation legacy (before, during, and after winning the bid). A semi-structured interview schedule was also developed for the players concerning their views on the football participation legacy as a result of hosting the World Cup. It is anticipated that a follow-up study will be conducted post the World Cup to ascertain changes in stakeholder perceptions regarding the football participation legacy of the FWC 2022. The evaluation of legacy outcomes for the FWC 2022 can serve to inform planning and policy developments for hosting future sporting events, most notably the bid for the Olympic Games. Moreover, it can function as an illustrative case for other emerging countries interested in bidding and hosting future mega-events.

DOMESTIC LEGACY IMPACT OF MEGA SPORT EVENTS AS EXPECTED BY LOCAL SPORT STAKEHOLDERS AND RESIDENTS - FIFA WORLD CUP 2022 QATAR

Gerald Fitz¹ and Tilman Engel²

¹German Olympic Academy, Germany; ²SBC International, Germany

Any major global sporting event usually carries with

itself high expectations regarding its impact on domestic legacy of the hosting nation as defined by its political, social, public, and business stakeholders. Global rights holders tend to justify the tremendous fiscal, constructional, and at times societal requirements of hosting such mega sport events with economic and systemic benefits derived from organizing such events for the host in addition to the desired global brand building of nation (Reiche, 2014). Although the FIFA World Cup 2022 remains a feature of future delivery, the extended run-up time of 12 years between the allocation of the World Cup to Qatar in 2010 and its eventual staging already allows for sufficient opportunity and research to assess how far the first ten years of this preparation process had a significant and positive effect on systemic and cultural aspects of local business, operational patterns, but also on the perception of legacy impact by the local population. A qualitative study examined the expectations and concerns regarding genuine business operations planning and the overall impact of the 2022 World Cup on the administrative response to the organizational challenges imposed by the FIFA requirements in the run-up process of the World Cup. In 2014, a group of researchers from the University of Florida, TRSM*, and from Qatar University, SESRI**, conducted a complex qualitative survey with Qatari stakeholders (n=24) from major local sports organizations, and with residents (n=43) consisting of qualified workers and unskilled laborers aiming to evaluate the perceived impacts and legacy building outcomes by hosting the FIFA World Cup Qatar 2022 (Kaplanidou et al, 2016). Since 2010, Tilman Engel has been active as a consultant for international sports business stakeholders seeking to establish a legal entity in Qatar with the goal to successfully bid for and participate in the large number of public and private tender projects related to the upcoming World Cup. He has also advised on numerous major 2022 tender projects as well as on cultural and general communication issues related with 2022 for domestic and international stakeholders. Gerald Fritz will outline the key results derived from the joint research of TRSM and SESRI, while Tilman Engel will present real-life market experiences to assess the eventual validity of the

2014 expectations and the likely lasting effects on the domestic 2022 legacy. Regarding business relationship development and networking, the stakeholders from the major local sports organizations emphasized the need of collaborative work between the organizations, change of decision making within and across organizations, need of social and human capital development, willingness for innovation, as well as necessary adjustments in the business setting resp. culture. Themes that were outlined by the interviewed residents were focused on the change of socio-cultural aspects related to sports development in the country, development of inter- and intra-cultural relations, and impacts related to the improvement of quality of life.

EXPLORING EXPERIENCES OF THE SPORT TOURISM STAKEHOLDERS DURING THE COVID-19 PANDEMIC

Mona Mirehie

IUPUI, United States of America

The outbreak of the Covid-19 and the subsequent global reactions that primarily involved nonpharmaceutical interventions (NPI) such as restrictions on crowding and travel had drastic impacts on the sport tourism industry. Presumably, the adverse effects were magnified in destinations where sport tourism mainly relied on large-scale events (Miles & Shipway, 2020). Highlighting the severity of the situation, experts called for fast assessment of the Pandemic environment (e.g., Gössling et al., 2020). As a response to such calls, this study explored the experiences of sport tourism stakeholders during the Covid-19 Pandemic in a Midwestern state, U.S., where sport tourism is a key vertical in the state's economy. Utilizing an inductive qualitative approach, data were collected via in-depth online interviews with key stakeholders (N = 14) in the sport tourism industry (e.g., sport commissions, major sport venues, state's tourism officials). Purposive and snowball sampling methods were used to recruit the participants. The interviews were conducted when the state was in complete economic shutdown (i.e., the

emergency phase; Faulkner, 2001). Interviewees were asked to reflect on, a) their individual leadership/organizational experiences of the Pandemic; b) the collective experience of all the stakeholders within the state. Data were analyzed using thematic content analysis (Braun & Clarke, 2012). Ongoing illbeing, positive outlook for the future, and corporate social responsibility appeared to be prominent aspects of the interviewees' experiences in the prodromal and emergency phases of the Pandemic life cycle (see Faulkner, 2001). Numerous indicators of illbeing such as anxiety, hopelessness, helplessness, frustration, and sadness (Ryff et al., 2006) appeared in participants' narratives. Such illbeing was mainly derived from a prolonged emergency phase and continued uncertainty which has been found to be a unique characteristic of Pandemics that distinguishes them from other types of crises (Mirehie & Cho, 2021). However, networks of collaboration, communication and knowledge sharing seemed to redirect the path towards a positive outlook for the future that was associated with indicators of wellbeing such as optimism, hope, and inspiration (Ryff et al., 2006). Similar to other crises an enhanced return with improved organizational functioning and enhanced internal and external communication was expected all of which resulted from shared experience of the Pandemic and the opportunity it provided for organizational learning through reflection and self-assessment (Blackman & Ritchie, 2007). Although the participants reported heightened illbeing themselves, all of them highlighted corporates' sense of responsibility towards financial, mental, and social wellbeing of their employees, the local community, and their customers as their primary concern and the focal point of their response plan. This study contributes to the sport and tourism crisis literature by focusing on sport tourism which, so far, has received limited attention in the crisis scholarship. Also, findings of this study shed some light on how the leaders of the industry experienced the Covid-19 Pandemic at individual and organizational levels. Most the crisis management studies focus on managerial procedures, response and recovery plans, experiences of the personnel particularly those who hold high-rank positions has been an understudied topic.

SAFETY, SECURITY AND THE EVENT WORKFORCE – HOW COVID-19 IS SHAPING A DIFFERENT LEGACY

Nicola McCullough¹ and Mark Scoular²

¹Josoor Institute, Qatar; ²Protect & Prepare, United Kingdom

As Qatar approaches the FIFA World Cup in 2022, the ability to safely host global, high profile sporting events has been severely impacted by the restrictions imposed by COVID-19. Prior to COVID-19, sporting events were entering a new digital era not only from a planning and delivery perspective but also from a consumption perspective too. There are two key aspects to consider in relation to the resumption of large-scale events: providing effective and efficient safety procedures at all event venues and ensuring attendees and the holistic event workforce have sufficient confidence in such procedures. With rigorous systems and safeguards in place, Qatar will be able to host what will likely be the first major global sporting event since the COVID-19 crisis began and demonstrate itself to be a proven host nation for similar events in the future and position itself as a regional and global leader for many sporting events in a post-pandemic world. Alongside this, with an innovative National Strategy for Volunteers and significant work in delivering a sustainable Volunteer legacy post 2022, the future of this industry in Qatar and across the MENA region is looking extremely optimistic. The opportunity is vast and the impact that such an event is already delivering is significant and this should not be underestimated. As Amara's (2008) key narrative states in 'The Muslim World in the Global Sporting Arena', the "... utilization of modern sport can be explained as a way for Gulf countries to build a new identity as an emerging model of a modern monarchy-state that has succeeded in finding the right balance between modern efficiency, symbolized in the efficient management of mega-sport projects, and the authenticity of Arab culture." The importance and relevance of embedding a culture of volunteering within the event workforce is a vital part of

the event scaffolding for the organizers and key strategic stakeholders, along with this being a pivotal legacy deliverable post 2022. This poster presentation will attempt to deliver a reflection of the challenges faced by the event organizers around the delivery of capacity building of the event workforce and particularly the Volunteer workforce during COVID-19. It will also showcase several best practice approaches in the planning, development and delivery of functional area/workforce training.

EXCEPTED LEGACIES OF SPORTS MEGA-EVENTS IN DEVELOPING COUNTRIES AND THE WEIGHT OF INTANGIBLE: THE CASE OF MOROCCO AND THE FIFA WORLD CUP BIDS

Alaâ Mrani¹, Eric Barget² and Sabine Chavinier-Rela²

¹Sports Science Institute Hassan 1st University of Settat Morocco, Morocco; ²CDES Limoges University, France

In pursuit of the so-called economic benefits and capital associated with sport mega-events, industrialized and developing countries are increasingly engaged in competitions to accommodate them (Cornelissen, 2004, 2011). A finding that has been accentuated in recent years, especially in developing countries, who lead fierce races to have the privilege of hosting such events. This euphoria has tended to obscure the challenges of organizing such events, especially for countries already facing significant socio-economic inequalities (Harris, 2011). In addition, the experience represented by the hosting of mega-events in developing countries promises to be very different from that of developed countries (Matheson & Baade, 2005), both in terms of perception and decision criteria or expected legacies. A detailed review of the literature revealed that the legacies of sport mega-events have received little empirical study in the context of developing countries. In his work on the Olympic Games, Preuss (2018) defines legacies as “any outcomes that affect

people and/or space caused by structural changes that stem from the Olympic Games”. From this definition, Preuss (2018) builds his legacy framework by defining six structural changes, two of which are related to space, namely urban development and environmental improvement, and four to people, in this case, politics and governance, human development, intellectual property and social development. The purpose of this framework is to improve the quality of life as a component of well-being. However, given the specificities of developing countries, it is necessary to extend research to all aspects of well-being and its inequalities. This is why, in their perception study of the decision-makers in the FIFA World Cup Moroccan bidding committee around the expected legacies, Mrani et al. (2020) were inspired by the approach based on the notion of capacities to measure well-being and more particularly the work of the Stiglitz (2009), Sen (1985, 1987, 1992, 1999, 2014) and the Organization of Economic Cooperation and Development (OECD) (2018) which integrate inequalities in well-being into their frameworks. One of the main results of this study confirms the importance of the human dimension in countries suffering from considerable disparities in this area. This finding is reflected in the legacies expected after the possible organization of a mega-event, most of which are intangible and intended for people (Mrani et al., 2020). It has also been shown that the organization of a sport mega-event like the FIFA World Cup in a developing country would contribute to the improvement of all well-being dimensions and not just the quality of life, up to helping to reduce some inequalities in well-being (Mrani et al., 2020). In the continuity of this work, we proceeded to study the perception of the population as the main stakeholder who receives legacies, through a national survey that we conducted with a representative sample of 726 people of the Moroccan population aged 15 and over, using a questionnaire. The statistical analysis carried out initially in the form of exploratory analysis using the SPSS 25 software then modeling by the structural equation method, through the SmartPLS 3 software which was useful to us in building our research model and then validate it by testing the hypotheses formulated and examining

the existing mediating effects. This led to the identification of the important criteria to be taken into consideration for sport mega-events assessment in the context of Morocco, then to the definition of a general framework of legacies adapted to developing countries based on the perception of their main stakeholders. The results obtained highlighted the weight of the intangible in developing countries in terms of mega-sporting events, particularly the human aspects and allowed us to conclude that a unified vision of legacies, translated by an effective population involvement starting from the pre-bid phase and proper planning of structural changes would lead to improved well-being. It is through these elements that the mega-sporting event would contribute in the long term to reducing tangible inequalities in well-being without impacting all inequalities.

WE BUILT IT, AND HERE THEY COME: A FAN AWARENESS AND PERCEPTION STUDY ON THE TOURISM IMPACT OF FIFA ARAB CUP ON THE ROAD TO 2022

Muhammad Muneeb Ur Rehman, Kamilla Swart¹, and Stephen Shapiro²

¹Hamad Bin Khalifa University, Qatar; ²University of South Carolina, United States of America

The purpose of this study is to ascertain whether the fans came specifically to Qatar for the Arab Cup and if they plan to come to the 2022 FIFA World Cup. Awareness, perceptions, and experiences of both the event and Qatar as a sport tourist destination will be analyzed. Furthermore, their perceptions of this mega-event as a legacy for the Arab region will be explored. The research will be presented orally, most probably with the help of a poster. Kaplanidou et al. (2016) investigated the awareness of the event and its impact on Qatar as a destination while also studying country perceptions for the US tourism market back in 2016. Their study provides empirical support that awareness of a mega-event associated with the host country improves the host destination image perceptions and creates

higher destination image perceptions of certain countries in the Middle East region where the event is held. For the previous edition of the FIFA World Cup in Russia, organizers reported that the 2018 tournament added \$14 billion to the country's economy (Rowbottom, 2018). Another study claims that hosting a mega-event encourages people to choose a location that has not been considered before and helps dispel damaging myths and stereotypes imposed by the media. The results also confirm that attending a sports mega-event may lead to an intention to revisit the destination (Rozhda & Sheresheva, 2021). While the results of these studies show an encouraging alignment with the proposed research project, it is essential to understand that steppingstone events like the FIFA Arab Cup 2021 can serve as a baseline and provide facts and figures formerly not available for the previous editions of the World Cup. The study will utilize surveys, specific questionnaires from a representative audience of fans attending the Arab Cup. Fans will be approached on each day of the games being played across six venues, and the questionnaires will be conducted with spectators prior to and after the matches. Closed- and open-ended questions will be included. The former will be fielded to ascertain demographic, and other quantitative data focused on the spectators' awareness, perceptions, and experiences. Open-ended questions will further explore keywords associated with Qatar as a sports tourism destination. There is limited data regarding the perceptions and awareness of the fans who have visited Qatar and the underlying effects mega-events such as the 2022 FIFA World Cup have on Qatar's tourism industry. The goal, therefore, is to describe and explore these variables and their impact on each other. The study can serve as an essential indicator of areas of improvement for the mega-event and Qatar as a sports tourism destination.

ENVIRONMENTAL LEVERAGE IN SPORT: A MODEL FOR SPORT EVENTS AND TOURISM

Brianna Newland¹ and Thomas Aicher²

¹New York University, United States of America;

²University of Colorado - Colorado Springs, United States of America

Leveraging events beyond the activity itself is a growing concern among sport scholars (Chalip, 2017). Research evaluating sport event and tourism sustainability largely centers on event legacies (Thomson et al., 2019) and the Triple Bottom Line (TBL) – economic, socio-cultural, environmental impacts (O'Brien & Chalip, 2007). Rather than measuring impacts, researchers transitioned toward event leverage (Chalip, 2017), with an emphasis on leveraging the destination's event portfolio (Ziakas, 2020). TBL scholars dedicated research to measure the impacts of the event size (mega, major, and small). Others explored social impacts, especially those dedicated to enhancing sport participation through events (Chalip et al., 2017). Environmental impact literature largely examined the spectator sport context (Triantafyllidis & Kaplanidou, 2019), with some attention given to active sport events (Davies et al., 2019) and ecotourism (Newland et al., 2021). To date, frameworks are well established to explore economic and social impacts, as illustrated by Chalip (2017). For environmental impacts, the World Tourism Indicators (WTO, 2004) have been used to examine environmental impacts of sport events and tourism. Newland et al. (2021) extended the WTO's indicators to include education and literacy (environmental), political/special agenda (social), and economic development (economic). However, despite the expansion, the indicators do not fully capture a holistic picture incorporating the impact of sport events and tourism. To fill these gaps, we argue for a new holistic framework for environmental impacts. We propose the Sport Environmental Leverage Model (SELM) as a broader framework for examining the environmental impacts of sport events and tourism. The SELM builds on the literature and makes the environmental impact

primary to the overall focus and identifies how the environment influences economic and social impacts. The SELM places environmental issues into one conceptual framework and conceptualizes the factors necessary to conduct environmentally sustainable sport in the era of devastating climate change (Plumer & Fountain, 2021). Further discussion of the model and its use will be presented.

SPORT CREATES TOURISM: HOW DESTINATION MANAGEMENT STRATEGIES CAN RESTART AFTER COVID-19 FOCUSING ON SPORT ACTIVITIES AND EVENTS

Francesco Badia and Rossella Muciaccia

University of Bari Aldo Moro, Italy

Sport tourism is an activity with economic and social implications, at the intersections of sport and tourism (Pigeassou, 2004). It is a segment of the tourism market, which includes different forms of tourism, like participating in sport activities, watching sporting events, and visiting attractions related to sports (Gibson, 1998). In particular, the organization of sport events and local activities with sport characters has relevant social impacts, as it encourages local development, building up new sport facilities, accessible to the local community too; social inclusion, especially when involving people with disability; local community engagement, providing important contributions to the development of the territory also from an economic and employment point of view (Kim et al., 2015). Moreover, sporty people, acting as tourists, pay more attention to the environment, as they are aware of the need for its preservation as a fundamental condition to be able to use it also for sporting purposes. In this sense, there is a strict connection between sport tourism and sustainable tourism (Gibson et al., 2012). However, these aspects have not always positive consequences: minimizing environmental impact might present some difficulties without adequate strategies and managing sports facilities could require high costs of mainte-

nance (Liu, 2016). Starting from this premises, this research aims at analysing the possible role of sport, especially of sport events and activities promoted on local areas, as a means to restart tourism demand, particularly in the post-pandemic era. From a methodological point of view, the work uses a case study approach (Yin, 2018), analysing the case of Emilia-Romagna, an Italian region which is focusing on the opportunities that sport has to offer, as a fly-wheel for a touristic revival and a destination management strategy based on principles of sustainability. The research has been conducted using two research tools: qualitative research interviews, carried out involving four experts working in the sectors of tourism and/or sport activities promotion, and analysis of the available data regarding the organization of sport tourism activities and events in Emilia-Romagna, with a particular focus of the two last years. The analysis shows that in Emilia-Romagna sport tourism represents today a third of the total amount of tourist presences in the region, and determines relevant direct, indirect and induced economic impacts, as well as important environmental, social and political impacts. Moreover, from a tourism perspective, sport is able to perform seasonal adjustment strategies, internationalise tourism flows, and develop destination management strategies, focused on all three pillars of sustainability, i.e. economic, social and environmental. The final objective of this work, starting from these considerations, is to reflect on how an appropriate development of sporting activities and events can also be a key element for the post-COVID-19 tourism restart.

**PERCEPTION PRECEDES REALITY:
RESIDENTS ASSESSMENT OF LEGACIES
LEFT FROM THE RIO 2016 OLYMPIC GAMES**

Rodrigo Feller and Haylee U. Mercado

University of South Carolina, United States of America

Since the Beijing 2008 Games, there has been a rise of emerging countries hosting mega sporting events. One

of the most prolific examples was the Rio 2016 Olympic Games, which marked the first time the Games were held in South America. To date, few studies have explored the impacts left to residents after a full Olympic cycle has passed. Due to the lack of research and the need, the purpose of this study was to examine Rio de Janeiro residents' perceptions of the legacies left from hosting the 2016 Olympic Games. Social exchange theory (Homans, 1958) was selected as the guiding theoretical foundation to understand the exchange between residents' investments (i.e., taxes, natural resources, support, etc.) for the legacies left at the end of the Olympic Games. Examining the output of this trade-off is crucial for future bidding cities and its residents, since understanding the legacies left to former host cities can guide future decision making, and therefore increase the likelihood of creating a positive long-term legacy. Through a mixed-methods approach, participants were asked to complete a survey questionnaire and answer three open-ended questions. An adapted version of Fredline et al. (2003)'s General Scale to Measure Social Impacts (GSMSI) was selected for this study. In total, 156 usable responses were collected. The survey items were analyzed using an exploratory factor analysis while the three open-ended questions were coded in Excel. Factors from the exploratory factor analysis were then examined among different demographic groups (i.e., age, gender, employment status, and social class). Social classes were determined based on Brazilian Institute of Geography and Statistics (IBGE) division of socio-economic classes. The results showed that Rio de Janeiro residents believe that hosting the 2016 Olympic Games had mostly a negative impact on their life. In total, seven factors emerged from the factor analysis (i.e., tourism effects, inconvenience and inequality, safety and security, social impacts, behavioral outcomes, financially worthwhile, and economic impacts). From the seven aforementioned factors, only the factor titled 'tourism effects' was seen as having left a 'slightly positive' legacy for Rio de Janeiro residents. The three open-ended questions were utilized to support the findings from the factor analysis. Through reading the open-

ended responses, participants expressed disappointment over the legacies left to them, particularly regarding the lack of care towards fulfilling promised legacies. Regardless of the demographic group, perceptions of legacies from hosting the 2016 Olympic Games were either 'indifferent' or 'negative'. These findings suggest that hosting the Olympic Games may not have been beneficial to the life of Rio de Janeiro residents, and it may have been particularly worse for members of the middle class.

SPORTS TOURISM GOVERNANCE AS A MECHANISM OF THE INVESTMENT IN THE GLOBAL SPORTS BUSINESS MARKET

Atallah Trif¹ and Soumia Teniou²

¹Amar Telidji University, Algeria; ²Oum Elbouaghi University, Algeria

Many countries are seeking to find ways and means for achieving their citizens' well-being, by relying on various beneficial resources and diversifying lucrative sources of income, in order to improve their economies, and boost their revenues, and build a productive human who contributes to support economic infrastructure of his country, and its sustainable development in the various sectors. The dependence of countries on these sectors varies according to the resources of each country, especially after the significant recession that the world has known due to the Corona pandemic, which in turn has led to great paralysis and disability in many sectors of life, what lead all countries seeking to restore their strength and their infrastructures, through several mechanisms, perhaps the most important of which is the integration of some sectors with others, such as tourism and sport. Many countries have realized the importance of what is known sport tourism due to its social, cultural, political and economic importance. Thus, different competitions as the World Cup for football or international sports tournaments are Working on creating new horizons for sport tourism, and improving its profitable and non-profitable outputs. And as the development of such sector is

necessary, it requires good supervision and good management locally, regionally and globally, and this what is included in the notion of sport tourism governance. In this paper, we will discuss the necessity of sports tourism governance, that must be led by countries and sports bodies, as it is a domain for exploiting various sports competitions in promoting national, regional and international tourism, and building a strong market economy based on introducing foreign currency, and forming a good image on the various countries. As it is a kind of soft diplomacy that aims to link global friendship bonds. This paper will attempt to answer the following questions: What is the importance of the governance of sports tourism as an investment mechanism in the global sports business market? What are the ways to convince countries and sports bodies to move towards the governance of sports tourism? And What are the possible strategies for releasing that purpose? What are the likely challenges to face the governance of sports tourism as an investment mechanism in the global sports business market?

THE DEVELOPMENT TREND OF LEISURE SPORTS IN CHINA IN THE POST-EPIDEMIC ERA

Yanmei Li and Jia Liu

Guangzhou Sport University, China

An unprecedented epidemic of COVID-19 has posed a great threat to the life safety and physical and mental health of our people, and at the same time, it is also changing people's ideas and way of life. After the epidemic, people's awareness of health is increasing, and people have paid more and more attention to sports health, medical care and health care. Leisure sports is not only an important means for people to pursue a better life, but also an important source of happiness. With its unique function, leisure sports has laid the cornerstone of personal health and family happiness. In this paper, the development trend of leisure sports in the post-epidemic era is taken as the research object, and

the characteristics of sports and leisure of urban residents in the post-epidemic era are expounded by means of literature, investigation, interview, mathematical statistics and other research methods. this paper analyzes the relationship between quality of life and leisure sports, and probes into the new changes in the demand for sports and leisure products after the epidemic, and new business type, who is spawned by leisure sports consumption in the digital field. The future development of leisure sports is predicted. Through elucidating the results, we can draw the following conclusions: leisure sports improve the quality of life, leisure sports activities have gradually become an indispensable way of life for people; the development of the Internet promotes the digital upgrading of sports and leisure. National experiential consumption (outdoor sports and leisure products, in-depth experience products and high-quality sports tourism products) will become the hot spot of leisure sports consumption. "Sports +" will become the key to the development of leisure sports industry in the future, and the integrated development of sports and culture, education, tourism, pension, real estate, media, information, finance, agriculture and other industries will be further deepened; the deep integration and development of leisure sports and national health will become an important focus of sports and leisure value in our country in the future.

PROMOTING BICYCLE TOURISM THROUGH TECHNOLOGY IN GREECE: PROFILING BICYCLE TOURISTS FOR DEVELOPING A SMART PHONE APPLICATION

**Kostantinos Alexandris¹, Thomas Karagiorgos¹,
Apostolia Ntovoli¹, and Eleni Anoyrkati²**

¹*Aristotle University of Thessaloniki, Greece;*

²*Coventry University, United Kingdom*

The development of bicycling has been rapid during the least ten years. According to a study conducted by the ECF commissioned Transport & Mobility Leuven as of 2013, the cycling industry contributes \$254 billion USD (\$295 billion CAN) annually to the European

economy and has led to the creation of 650,000 jobs (Angus, 2014). In terms of bicycle tourism EuroVelo (2016) reported that there are an estimated 2.3 billion cycle tourism trips in Europe every year with an economic impact of €44 billion. In addition, cycling tourism creates more than 500,000 jobs in the EU (Sutton, 2020). There have been investments of more than 1 billion euro in Europe, during the two years of covid19 pandemic. More than 1000 km of bicycle routes were created, not only in the traditional countries such as Denmark, Holland and Belgium, but also in countries in which the cycling infrastructure was poor (Vandy, 2020). The current study is based on mountain bike tourism, for which research is still limited (Buning et al., 2019). Buning et al. (2019) defined mountain bike tourism as "the activity normally occurs on natural surfaces and/or at minimum away from vehicular traffic, that is, on trails and gravel/dirt/unpaved roads" (p.516). It is well documented today that planning and monitoring bicycle trips is no longer limited to traditional sources, such as travel surveys, counts and printed maps; technology should be used for promoting bicycling tourism (Lee & Sener, 2021). Smart phone applications are an important part of the promotion strategy. These applications should be used not only for route planning but also for local areas promotion through images and story-telling. They should also provide information for bicycle services. While some commercial applications exist today, there is still limited research on bikers' attitudes and preferences for such applications and in relation to their psychographic profile (Lee & Sener, 2021). The current study presents results of the first stage of a funded project which aims to develop a smart phone application for route planning and promotion of bicycle tourism in North Macedonia, Greece. The objectives of this study were: a) to profile bike tourists in Greece, according to demographic and psychographic variables (involvement levels and motivation); b) to investigate the attributes of a friendly and reliable phone application, according to bikers' views; c) to compare these views among bikers with different demographic and psychographic characteristics. The data will be collected during September 2022, with a quantitative study. An on-line questionnaire has

been developed. Involvement was measured with Kyle et al.'s (2007) questionnaire, motives for bicycle tourism were measured with an adjusted version of Manfredi et al., (1996) scale and bikers' views towards the phone application attributes with a twenty item questionnaire which was developed for the purposes of the study. The goal will be to collect at least two hundred questionnaires. The online questionnaire will be sent to tourism organizations which offer mountain bike services in Greece, and to blogs of mountain bike tourists. Both local (Greeks) and international tourists will be included in the sample. Frequencies and means scores will be used for the descriptive analysis, cluster analysis for profiling bikers, ANOVA's and t-tests for testing groups' differences.

THE LEGACY OF SPORT EVENTS FOR EMERGING NATIONS

Brendon Knott¹ and Cem Tinaz²

¹*Cape Peninsula University of Technology, South Africa;* ²*The Hague University of Applied Sciences, Netherlands*

Large-scale and mega sport events (SMEs), such as Olympic Games and FIFA World Cups, have been more frequently hosted in emerging nations. Bidding and hosting SMEs is considered an object of policy for many emerging nations, with SMEs viewed as key factors in local and national development strategies. This has largely been driven by the assumption that their legacy provides solutions to economic, social, cultural, or political challenges. A variety of legacies have predominated the literature over the past two decades with Cornelissen et al. (2011) describing seven legacy types as: economic; environmental; image/ brand; infrastructure; political; social; and sport. Preuss (2007) claimed that a challenge for legacy measurement is that the same event may create different legacies in different cities/ nations, due to different infrastructure of the cities/ nations and the political targets pursued for the event, among other factors. It is therefore proposed that

there could be a difference in the types of legacies anticipated, realised or studied within emerging nations. This study was structured following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines for conducting systematic reviews and meta-analyses (Liberati et al., 2009). An official protocol for the electronic search was devised, using the databases of SCOPUS, SPORTDiscus, Web of Science, Google Scholar, Business Source Complete (EBSCO), Science Direct (Elsevier), and Emerald. "Sport event" and "legacy" were used to search for full-text, peer-reviewed academic journal papers published from 2000 (the period when conceptual development and debate intensified, according to Thomson et al., 2019) to date. The computerised search was screened for duplicates and relevance, with a total of 97 papers selected. A manual, qualitative assessment was conducted in order to determine the legacy focus of each article. The findings confirm legacy as a growing body of knowledge in emerging nations, aligned with increasing event hosting, especially from the 2010 FIFA World Cup (South Africa) and the 2014 FIFA World Cup and 2016 Olympic Games (Brazil). The top legacy types covered were social (31.1%) and political (17.5%). The findings could not ascertain any differences between SMEs or other event types, mainly due to the predominance of studies of SMEs. This paper offers greater insight into how the different context of emerging nation hosts contribute to the legacies aimed for or achieved. The key legacy focus areas were: Economic legacy (economic stimulation and growth; enterprise development; and urban tourism); Environmental legacy (sustainable events; environmental communication); Image/ brand legacy (global identity, prestige and competitiveness); Infrastructure legacy (sustainable development; mobility; and liveable spaces); Political legacy (national identity formation; political symbolism; security; risk mitigation; human rights; and social transformation); Social legacy (well-being; quality of life; and nation-building); Sport legacy (sport development; participation; and venue usage). This paper therefore contributes to a more nuanced understanding of sport event legacy within these

nations, considering each nation's social and economic sphere, as well as its historic and political legacy.

LEGACY OF MAJOR SPORTING EVENTS FOR DISADVANTAGED INDIVIDUALS AND COMMUNITIES: A SYSTEMATIC REVIEW

Xiao Liang, Shushu Chen, Mary Quinton, Jet Veldhuijzen van Zanten, Zhaoyu Duan, Barnaby Carter, Andrew Heyes, Abdullah Alharbi, and Mark Lee

University of Birmingham, United Kingdom

The legacies of major sporting events have been studied systematically both for host cities (McCartney et al., 2008; Thomson et al., 2020) and for residents (Mahtani, et al., 2013; Polcsik & Perényi, 2022). However, little is known about legacy outcomes for disadvantaged individuals and communities (DCIs). DCIs are vulnerable population groups that are worth of research effort, given that politicians often use them as the justifications for the hosting of major sporting events (for example London 2012 Olympic Games aimed to regenerate under-developed region of London – East London – through the hosting of the Olympic Games). It remains unclear as to whether actual benefits of major sporting events can benefit DCIs. To address the research gap, this study conducted a systematic literature review of qualitative and quantitative empirical evidence from published academic articles since 2000 to summarise current knowledge on the legacy of major sporting events for DCIs. The protocol of this review has been published on Prospero, in which

a clear outline of the research theoretical frameworks and searching steps is provided (Liang et al., 2022). Eighty-two full text articles were assessed for eligibility. A final sample of twelve articles were included for this review. The scores of quality appraisal were ranged from 30.8% to 76.2%, with an average of 53.2%, a moderate evidence base. The key findings are: (1) Legacy outcomes: Seven studies solely reported the negative legacy outcomes; three studies reported limited positive legacy outcomes; and two reported both positive and negative legacy outcomes. (2) Types of legacies: The legacy infrastructure as well as social values and rights. (3) Barriers and challenges to engage disadvantaged people: no targeted event policy/strategy at socially excluded people (6 articles), lack of programme/public funding (4 articles), inadequate consultation with local residents (3 articles), and constraints of transportation capacity /sport venue accessibility (3 articles). Overall, far too little attention has been paid to disadvantaged individuals and communities in the context of hosting major sporting events. Research quality and theoretical engagement are unsatisfied. Needs of and event legacies for disadvantaged individuals are poorly understood. Event leveraging (Smith, 2012) with DCIs being engaged throughout the event hosting processes seems important. Otherwise, the legacies of event were less benefited or less relevant to DCIs (Miragaia et al., 2022). More research work is needed to understand legacy outcomes of different groups of DCIs and to critically interrogate the impact of the diversion of scarce resources as a result of hosting major sporting events for DCIs.

ENVIRONMENTAL FACTORS AFFECTING THE SUCCESSFUL CAREER TRANSITION OF IRANIAN OLYMPIC ATHLETES FROM SPORTS CAREER TO SOCIAL LIFE

Nahid Karimi¹, Mahmoud Goodarzi², and Ebrahim Alidoust Ghahfarokhi²

¹National Olympic Academy, Iran; ²Tehran University, Iran

The aim of this study was to recognize the environmental factors of our country on Olympic athletes' transition process from sport to social life. The research method was qualitative Grounded Theory (GT) supported by Strauss and Corbin (version 2014-1998) - MAXQDA 2020. Research population encompassed individuals with experience and expertise in Olympic sports which was the key feature of population samples including directors of Olympic organizations, coaches, and active and retired Olympic athletes, and sports-science professors. The total number of samples until theoretical saturation came to 19 people. There were 94 initial codes and after studying similarities and determining 27 codes, 2 major categories of structure/ management and society/ family and 12 memos (memo-writing), the map of environmental factors affecting the Iranian Olympic athletes' transition was formed. The subcategory and the codes related to categories of structure and sports organizations management, the importance of relevant and timely international communications to athletes and Olympic federations, attention to coaches key role in this field, amending the education system for champions, in particular, owing to their specific living conditions and importance of IOC Athletes Commission role and objectives were recognized to be the most effective factors for athletes' successful transition. Likewise, are the codes related to athletes' society and family, the effect of absolute consequential in community level, effect of athlete's living condition on choosing

his sport and finally the effect on transition process as well as economic and education level.

THE INFLUENCE OF SPORTS CAREER ON RETIREMENT PLANNING AMONG MOROCCAN PROFESSIONAL FOOTBALLERS

Abderrahim Rharib¹ and Younes El Hassani²

¹Hassan II University, Morocco; ²Université Hassan II Casablanca, Morocco

A reality that any professional athlete will face is retirement from competition. This experience is considered a small death for many researchers. It can lead to an acute sense of loss and may sink the athlete into precariousness if it is not planned.

In Morocco, the athletes most concerned by this issue are professional footballers. Indeed, when the retirement of non-sports workers occurs after a long period of professional activity, thus giving them time to prepare and anticipate it, that of footballers occurs at an early age and can be precipitated by several factors such as injury or drop in sport level. Retirement planning is an effort to prevent major problems from developing in the future (D. Hershey et al., 2008). It is impacted by the short and sometimes discontinuous careers that professional footballers can experience, but also by the nature of an ultra-competitive profession which requires self-sacrifice and total dedication in order to hope to keep its place at the top level. This study examines the financial preparation for retirement of professional footballers and the influence that a professional sports career can have on the capability to plan for retirement. The notion of capability introduced by Amartya Sen (2000) represent the effective freedom an individual enjoys to choose between different functioning combinations, here retirement planning. A qualitative approach has been adopted. Semi-

structured interviews are conducted with twelve professional footballers playing in the Moroccan professional championship (Botola Pro 1). The data is analyzed with the Nvivo 12 software. The results show that footballers agree on the importance of planning for retirement, yet they confuse planning for retirement with post career retraining. It also emerges from the responses that the sports career does influence the ability of players to plan for their retirement in several aspects. It is therefore very important that professional footballers are supported and advised both mentally and financially in preparing for their retirement. Some recommendations will be made considering the results found.

SOCIAL RESPONSIBILITY IN PROFESSIONAL SPORTS: THE CURRENT STATE OF KNOWLEDGE

Matthias Pfister

University of Hagen, Germany

Professional sports and their surrounding organizations have a high impact on our society. They shape the public discussion of certain topics positively or negatively. In the past decades, Corporate Social Responsibility (CSR) has gained a more highlighted role in many societies. However, as the ecological dimension of CSR has seen a lot of attention in the academic field (McCullough et al. 2020), the social aspects of CSR seem to fade in the background. Therefore, the purpose of this article is to describe and critically review the current state of research in the field of social responsibility in professional sports to develop a comprehensive understanding of current and future fields of interest. To answer the research question I conducted a systematic literature review. I followed Cooper and Hedges (2009) and Tranfield et al. (2003) who structured a review process in four main steps: (1) Problem Formulation; (2) Locating the Literature; (3) Selection and evaluation of studies; (4) Analyses and synthesis. Through an iterative process, I expanded the

search terms, databases and applied inclusion and exclusion criteria to determine 45 relevant studies to include in the analysis. The descriptive analysis includes publication year (from 1993 to 2021), journal type (mostly sports management journal with a focus on 3 to 4 main journals in that field), and research approaches (qualitative, quantitative, and mixed approaches). The underlying theories in the sample differ widely from Stakeholder Theory (Breitbarth/Harris, 2008) to Grounded Theory (Anagnostopoulou et al., 2014). The first result of the review is the need for a more theoretical approach rather than a descriptive account of conceptual developments. Secondly, to go beyond a mere descriptive reporting of evidence, I will conduct an interpretative and explanatory synthesis. I will screen the collected data from the sample and their findings to inductively develop different clusters of social aspects (diversity, ethical leadership/sponsoring, community relations, etc.).

EXAMINING THE IMPACT OF SPORTING EVENTS ON CITYWIDE CRIME PATTERNS

Brian Menaker and Francisco Haces Fernandez

Texas A&M University – Kingsville, United States of America

Sporting events can offer a means of economic recovery from the COVID-19 pandemic for cities globally and provide a means of municipal pride, entertainment, and economic development. However, crime and disorder surrounding sporting events requires attention from policymakers and sport managers (Menaker et al., 2021). While much of the contemporary sport-related violence in Europe has been traced to hooliganism, and heavily attended sporting events have long been related to crime and disorder (Elias & Dunning, 1971), spectator violence also emerged as a major problem in North America in the late 20th Century (Roberts & Benjamin, 2000). Sport has a criminogenic effect on cities (See Kurland et al., 2017; Kurland & Piza, 2018; Vandeviver et al., 2019), and influences citywide and

regional crime pattern changes as evidenced in empirical studies on cities throughout the world. The episodic nature of sporting events and its relationship with the built environment influences the distribution of crime (Kurland & Johnson, 2019). The theoretical explanation for these pattern shifts can be traced to the following theories of environmental criminology. Routine activity theory (Cohen & Felson, 1979) suggests that crime occurs due to the convergence of three factors in time and space. Sporting events change people's routine and thus also change patterns in criminal offending. Crime pattern theory (Brantingham & Brantingham, 1984) suggests that sport stadiums are crime generators, meaning that influx of fans provides an opportunity for motivated offenders to commit crime at sporting events. This present study provides exploratory analysis of the impact of Major League Baseball (MLB) games on citywide crime patterns in Chicago. Crime between 2001- 2020 was evaluated from Chicago Police Department's CLEAR (Citizen Law Enforcement Analysis and Reporting) system. Geospatial analyses using QGIS and t-tests using MATLAB were performed to determine spatial crime pattern changes and significant difference between the combination of two MLB teams' (Cubs and White Sox) events on average crime for each day of the week versus non-game days. Researchers analyzed home games for both teams on the same day, away games of both teams on the same day, home games for one team and away games for the other, days with only White Sox games (home and away), and days with only Cubs games (home and away). Crime variables of interest were simple battery, domestic battery, theft >\$500 and theft <\$500. Results suggest that homes game days for either the Cubs or White Sox, with the opposite team playing away contributed to a greater significant difference in citywide crime compared to days without a baseball game over the 20-year period. Crime patterns in Chicago appear to be influenced by the combination of home and away games of the city's baseball teams. These changes are in accord with crime pattern theory and the routine activity approach. With these results in mind, sport managers can use ge-

ospatial approaches to help guide public safety approaches and impacts of sporting events, and consider the impact of sporting events on crime in other global contexts that have yet to be considered.

SOCIAL CAPITAL AND HEDONIC WELL-BEING IN SPORTS AND PHYSICAL ACTIVITIES: A SYSTEMATIC REVIEW

Yi Zhang, Keita Kinoshita, and Shintaro Sato
Waseda University, Japan

The relationship between social capital and well-being has become a hot topic in recent years. Previous studies have shown that social capital is a vital indicator of physical and mental health (e.g. Rodgers et al., 2019). Both social capital and hedonic well-being have been defined in various ways in previous research. Social capital is defined as “features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit” (Putnam, 1995, p.66). Hedonic well-being is mainly defined as “a cluster of symptoms reflecting the presence or absence of positive feelings about life” (Keyes, 2002, p.208). Previous findings showed that sport participation can enhance participants' subjective well-being, and the influence can be stronger when social capital was generated during the process (Downward et al., 2018). Meanwhile, policies of encouraging sport participation have drawn greater attention in many countries. Hence, it is important to conduct a systematic review in terms of the relationship between social capital and hedonic well-being under the context of participating in sports and social activities. However, no review has been done specifically related to the relationship between social capital and hedonic well-being among people who participate in sport or physical activities. The purpose of the study is to systematically review social capital and hedonic well-being to summarize (1) the measurements of social capital and hedonic well-being, and (2) the findings regarding the relationship between social capital and hedonic well-being in the context of sport and physical activities.

We conduct a systematic review following the PRISMA 2020 guidelines (Page et al., 2021). The initial search based on four electronic databases (i.e., PubMed, Scopus, SPORTDiscus, and Web of Science) identified 304 potential articles. We selected 16 articles after applying exclusion criteria: 1) social capital and hedonic well-being were not the central concern, 2) studies were without empirical quantitative data, 3) instruments for both social capital and hedonic well-being were absent, and 4) the relationship between social capital and hedonic well-being were not assessed. The summaries of the measurements of social capital and hedonic well-being, and how they are interrelated in sport and physical activities will be discussed at the conference.

BODIES IN TRANSITION: CHALLENGES OF FORMER ELITE FEMALE ATHLETES

Ashlyn Hardie¹, Marlene Dixon¹, and Kristi Oshiro²

¹*Texas A&M University, United States of America;*

²*Belmont University, United States of America*

For women and girls around the globe, body image perceptions are influenced by marketed body ideals and social comparisons often resulting in body image concerns that can lead to a variety of physical and socio-emotional health issues (Varnes et al., 2013). Athletes typically have more confidence in their body image compared to non-athletes, but athletes also report greater body image dissatisfaction (Davis, 1992) which may be exacerbated among elite athletes. Kong and Harris (2015) found that, while body image dissatisfaction developed during participants' athletic careers, more serious issues manifested after retirement. Therefore, the purpose of this study is to understand how transitioning out of sport impacts the body image perceptions of elite athletes. Such investigation not only informs theory on social comparison, but overall understanding of elite athletes' experience transitioning out of competitive sport. Body image refers to the interpretation from an individual of their own body

and can be influenced by changes in various situations, cultural norms, or ideals presented through the media (de Bruin et al., 2011). According to Kong and Harris (2015) "body dissatisfaction occurs when there is a mismatch between an individual's image of his or her own body, particular body shape and weight, and the body perceived as ideal" (p. 142). Individuals naturally compare themselves to those within their own networks (Social Comparison Theory; Smith, 2015), and athletes are no different. However, former athletes also compare their current bodies to their prior athlete bodies (Greenleaf, 2002). Former athletes are subject to harmful adaptation practices in their transition phase when they sustain their athletic identity, miss their athletic body, are exposed to propagated body ideals, and/or lack of educational support in their transition (Buckley et al., 2019). Further research is needed to identify the many influences of body image perceptions of former female athletes during their initial transition period until an established new normal. Twenty-one former elite athletes, identified through purposeful and snowball sampling, participated in 30–90-minute semi-structured interviews related to their transition out of elite sport and how this transition impacted their body image perceptions. Data Analysis included transcription of audio recordings, open-coding, noting, and discussion of emergent thematic findings to reach consensus for final codes. Emergent themes suggest that former elite female athletes in the majority prioritize taking some form of a break after their final competitive season leading to varying degrees of identity crisis, which inform their body image. In the period of time where women are rebuilding their identity, they encounter challenges in (1) responding to physical changes or fear of changes in their bodies, (2) relearning various elements of daily life and establishing new priorities, (3) overcoming feelings of uncertainty, (4) coping with grief/loss, and (5) sustaining an athlete identity. Athlete transitions are difficult, complex, on-going, and multifaceted, yet findings suggest priority challenges for practitioners to address. Moving forward, the global sport management community should consider the transferability of these findings across different contexts and cultures,

and what global supports would enable healthy transitions and body image perceptions.

(RETIRED) SPORTS ATHLETES TURNED SPORTS OWNERS. UNDER 40 (YEARS OLD) - OVER 100 (MILLIONS INCOME)

Florian Pfeffel¹, Gerhard Trosien¹, Maria Ratz¹, Fabian Ulrich¹, and Tilman Engel²

¹*accadis Hochschule Bad Homburg, Germany*; ²*sbc-international, Germany*

Every year the public is informed about the salary of global active sports persons. From the same source we know data of retired sports people who earned near to or over one billion US\$ their whole sports careers – divided into two positions: from their sports achievements and from their endorsements (www.Forbes.com, 2021). We have only some research about or only single data, what are doing retired sports players – often in the age of under 40 years old – with these extraordinary sports incomes? Retired Sports People are no more very often in the news. This is different when they turn into sports owners. A lot of articles and interviews are published about the new activities of these sports persons. Also, biographies are written from and about popular sports players and sports owners' careers after (see Stewart about the founder of Nike). Scientific research we miss about sports athletes who become investors when they engage off the sports grounds. Here we use the case study analysis because there are too much single data published (Bengtsson & Larsson, 2012). It is also necessary to build a structure for this special study in a kind that there are inside our research as well men and women and many US-sports-idols, but also from other countries. Our overview will discuss selected cases. Top sportspeople come from the US sports and from European countries, but in only some sports (Major Leagues in the United States; Football in European Top Leagues; Formula One and a few other). We miss a critical discussion about leader- and ownership of special retired sports athletes. Often these people are

participants of leader- and ownership-groups, but sometimes they are majority owners, so they are responsible for the whole own sports business. The first look to the preliminary data, we can point out, that we see some sportspeople which are billionaires. The second information is that most of the top-level sports people are of American nationality and most of them are men. But single sports athletes from other countries and continents get in the same money league. And which colour? Magic Johnson (2020) said: "More Black owners' in sports requires 'change' from current owners". Not only the question we will answer from which sports they came is important, but also into which sports businesses invest the new sports owners? We know about sportspeople much what depends on their sports careers and their activities via media during that time. After most careers they are not very often topics of sports economics research. But, sportspeople (here concentrated to sports athletes) become more and more sportsowners. They have own shares and they possess the popularity to make (sports)investments together with others often easier. Is the sports business transforming when former sports athletes change into sports owners? Nobody needed to study sports management; is this study for an administration career? They have the intimate knowledge, but are they successful leaders?

RIVALRY DISPERSION THEORY: ARE MULTIPLE RIVALS GOOD FOR SOCIETY?

Joe Cobbs¹, Shaun Star², and David Tyler³

¹*Northern Kentucky University, United States of America*; ²*Jindal Global Law School, India*;

³*University of Massachusetts Amherst, United States of America*

Rivalry is defined by conflict with a highly salient out-group that poses acute threat to in-group esteem (Tyler & Cobbs, 2017). While the passion of rivalry sparks demand for such competitions (e.g., Tyler et al., 2017), the emotions involved can result in antisocial reac-

tions to outgroup members (Cobbs & Tyler, 2018). Accordingly, a key question is how to responsibly evoke the positive outcomes of rivalry while mitigating the negative propensities. Central to this question is the role of fan identification, which has been associated with both sport consumer demand and animosity toward rivals (Cobbs et al., 2017; Trail et al., 2003). The purpose of this study is to explore how multiple rivalries influences antisocial reactions to rivals. Based on cognitive load theory (Sweller, 2011), we expect that sport fans' hostility toward rivals is bounded by limits to affective capacity. As a consequence, fans perceiving multiple rivals of their favored team disperse hostility across these numerous outgroups, thereby diluting the animosity directed toward any single rival. H1: The number of rivals is negatively associated with the degree of animosity toward any single rival. Tyler and Cobbs (2017) illustrated how multiple rivals are not viewed with equal intensity and therefore, the intensity of rivalries is continuous in scale. We propose the contrasting intensity of multiple rivalries to impact the dispersion of hostility among rivals. More specifically, where there is a high deviation in the intensity of a team's rivalries, we expect fans' animosity to be concentrated toward the top rival. H2: Variance in rivalries' intensity is positively associated with animosity toward the top rival. The hypotheses above imply that more rivals with less variation (i.e., more equal) in intensity result in lower hostility toward rivals. Yet, could this prescription to reduce fan hostility negatively influence important marketing outcomes such as fan identification? Previous research has indicated positive relationships between fan identification and antisocial reactions to rival fans (e.g., Cobbs et al., 2017; Wann et al., 2016). To conclude our study, we explore a boundary condition of the identification-antisocial relationship where the number of rivals may moderate/reduce the association between fan identification and hostility toward rival fans. Using the Qualtrics survey platform, we examine the relationships described above with a sample of 8,719 fans recruited through internet message boards dedicated to teams in six professional sports in North American and Asia. Initial findings indicate significant differences in the

count of rivals (H1), variance in rivalry intensity (H2) and multiple measures of animosity. Descriptively, fans of the Indian Premier League (IPL cricket) name the most rivals for their favorite team and have the lowest variance in their rivalries' intensity. Accordingly, IPL fans demonstrate less hostility toward rivals, compared to fans of North American teams. Full statistical testing of the proposed hypotheses and influence on consumption measures will be presented at WASM 2022.

THE COLLEGE SPORTS LONG GAME: AN EXPLORATION OF THE NEGATIVE EFFECTS OF TIME TO TRANSITION AND CAREER IDENTITY DEVELOPMENT ON THE PSYCHOSOCIAL FUNCTIONING OF FORMER COLLEGE ATHLETES IN MIDDLE ADULTHOOD

Michael Sagas and Elodie Wendling

University of Florida, United States of America

To enhance the management of sport, scholars and sport governing bodies have moved beyond assessing the well-being of elite athletes during participation to also include assessments during the transition after their sports career concludes. However, a majority of this life after sport research has focused on outcomes during the transition phase that occurred immediately after the conclusion of a sport career (Filbay et al., 2019). Very few studies have assessed the long-term consequences of the time invested in the transition to a well-adjusted life after sport. Thus, there continues to be a dearth of research on the current health and well-being of former athletes (Kerr et al., 2014, Wendling & Sagas, 2021), and especially of athletes well removed from their elite sport career (Filbay et al., 2019). The purpose of this study was to explore the psychosocial functioning of former collegiate athletes in adulthood (ages 37 – 65). Specifically, as part of a larger study that utilized the National Collegiate Athletic Association Former Athlete Panel, we assessed a number of psychosocial functioning outcomes (career

satisfaction, life satisfaction, core self-evaluations, career self-esteem, flourishing) in a sample of college athletes in adulthood (N = 358, n = 119 women; Mage = 49.48). Each of the outcome measures were adopted from well-established valid and reliable instruments. We assessed group differences on the outcomes for two independent variables. The first was a self-report measure of time needed to adjust to life post-sport (< 3 years, n= 280; 3+ years, n = 78) and the second assessed the career identity status of former athletes. The Wendling (2019) Career Identity Development Inventory was used to measure career exploration and commitment. A person-centered analyses using a k-means cluster analysis was then employed, and we identified a four-cluster solution as supported by Marcia's (1993) identity status paradigm (achieved, n = 109; foreclosed, n = 50; moratorium, n = 141; and diffusion, n = 58). The results of the MANOVA for the time to transition variable were significant (Wilks' Lambda= .95, $p < .005$) as were four of the five univariate analyses. Mean scores for all of the outcomes, except for career satisfaction, were significantly higher for those in the faster to transition group (i.e., < 3 years) than those in the longer to transition group (all p 's < .01). The MANOVA for the career identity statuses analyses was also significant (Wilks' Lambda = .60, $p < .001$). Univariate results were significant for all functioning outcomes (all p 's < .001). Post-hoc analyses suggested that for all five outcomes, individuals placed in a career identity status characterized by low commitment reported the poorest functioning. Further, from participants reporting more than 3 years of adjustment time, nearly two-thirds of them reported to lack career identity commitment in adulthood. The findings of this study indicate that the long-term effects of a delayed transition from sport can have significant lingering effects on the career and psychosocial functioning of former athletes well into adulthood. Numerous implications for theory and practice will be advanced.

TRANSNATIONAL MIGRATION OF NON-TEAM SPORTS' ATHLETES TO THE UNITED STATES: A DISCUSSION OF THE PUSH-PULL FRAMEWORK AND THE MUSCLE DRAIN PHENOMENON

Alexia Pedo Lopes, Khalid Ballouli, and Brian Mihalik

University of South Carolina, United States of America

Transnational migration is the "process of movement and settlement across international borders in which individuals maintain or build many networks of connection to their country of origin while at the same time settling in their new country" (Fouon & Schiller, 2001, p. 60). Studies on migrant athletes have gained momentum and research has addressed reasons why populations choose to migrate (Castelli, 2018); how migration affects countries of origin (Antman, 2013), receiving countries (Rogers, 2019), and migrants (Becker & Ferrara, 2019). Better training and development opportunities have been found to motivate athletes to migrate abroad (Thibault, 2009). Athletes from developing countries may decide to leave their home countries due to negative political and socio-economic issues and the perceived promise that competing in another country could lead to a better overall quality of life (Carter, 2007). Hence, either pull (i.e., attractive factors at the destination) or push factors (i.e., deterring factors in the home country), or a combination of those, may explain why one decides to move abroad (Elliot & Maguire, 2008). This framework, which was expanded to incorporate retention, or anti-push, and deterrence, or anti-pull, factors (Fernandez et al., 2006), takes an individual level approach to decision-making, allowing an analysis of the experiences of migrant athletes and their motivators to migrate. Andreff and Szymanski (2006) added that athletes in less developed nations migrate to more developed countries in search of better training and personal development. Gerrard (2002) proposed "developing countries suffer from a muscle drain when talented athletes and players leave their country as soon as they

have achieved international-standard sporting performances” (p. 47). Muscle drain has been extensively analyzed in the context of soccer and European countries (e.g., Andreff, 2001, 2008; Andreff & Szymanski, 2006; Gerrard, 2002), concentrating on social and sport systems (i.e., teams), largely disregarding individual sports. Besides, researchers have yet to investigate muscle drain in athletes’ migration to the US (Love & Kim, 2011). Interestingly, the United States holds a utopian image as the land of opportunities, or “American Dream”, which has long fascinated foreigners (Miguez, 2017). This is especially attractive to athletes from nations with relatively worse economic, cultural, and political conditions. Transnational migration literature includes studies on the American dream (e.g., Greer, 2013; Roy, 2003), but sport migration literature still lacks research on the concept. Understanding personal motivations of migrant athletes might affect how policies are set in sport. To illustrate, countries experiencing muscle drain could invest in sports and develop training facilities; whereas countries trying to attract athletes could highlight their unique attractions as a destination. Therefore, we propose an oral presentation at the WASM conference to discuss the push–pull framework, along with exploring the muscle drain phenomena, emphasizing the migration decisions of non-team sports’ athletes (e.g., motocross, surf, golf) focusing on the United States as the destination country.

THE IMPACTS OF PERCEIVED FAIRNESS TOWARD PUBLIC POLICIES AND SUPPORTS FOR COVID-19 ON JOB SATISFACTION, PSYCHOLOGICAL STRAIN, AND TURNOVER INTENTION IN SPORT SERVICE SECTOR IN SOUTH KOREA

Seungmo Kim¹, Sanghyun Park², Adam Love³, and Majed Alahmad⁴

¹Hong Kong Baptist University, Hong Kong; ²Korea National Open University, South Korea; ³University of Tennessee, United States; ⁴King Saud University, Saudi Arabia

The main purpose of the current research was to examine the structural relationships among job insecurity, perceived fairness of practitioners in sport service industry toward governmental policies and supports for COVID-19, job satisfaction, psychological strain and turnover intention. The conceptual model includes five latent variables: (a) job insecurity (b) perception of organizational justice toward government’s COVID-19 policies and support, (c) job satisfaction, (d) psychological strain, and (f) turnover intention. The causal relationships among these variables were proposed based on Uncertainty Management Theory (UMT). The UMT theory emphasizes the importance of fairness judgments as an influential factor of employees with uncertainty in an organization. The study applied the uncertainty situation of the sport service sector under the COVID-19 pandemic in South Korea. The population of the current study was sport managers working in various sport service sectors in South Korea. Online survey method was utilized to collect data in this study via convenience sampling. After removing 14 observations which have insufficient and inappropriate answers. A dataset of a total of 286 respondents was used for the actual data analysis. Partial least square structural equation modeling approach (PLS-SEM) using SmartPLS 3.0 was performed to test eight hypotheses. The results revealed that the paths (Job Insecurity to Perception of Fairness, Job Insecurity to Job Satisfaction, Job Insecurity to Psychological Strain, and Job Insecurity to Turnover Intention) were statistically significant. In addition, the paths (Job Satisfaction to Turnover Intention and Perception of Fairness to Psychological Strain) were statistically significant. However, the other paths (Job Satisfaction to Psychological Strain and Perception of Fairness to Turnover Intention) were not significant. These results provide an opportunity for empirical interpretation of the psychological condition of sport managers in the sports service field. The Korean government has various support policies for the sports service industry to cope with the COVID-19 pandemic. However, it has been controversial issue regarding the scope and scale of the support policies. One of the important findings of this study that the perceived fairness toward the

support policies could decrease the psychological strain and job satisfaction of the sport and recreation managers which may decrease turnover intention as the UMT proposed.

FALCONRY AND HERITAGE SPORTS IN THE GULF: A TALE OF TWO FESTIVALS

John McManus

British Institute at Ankaram, Turkey

In the Gulf, falconry is most commonly understood as a ‘heritage sport’. Its audience is assumed to be locals for whom it taps into a shared vision of homeland, history and tradition. But is falconry’s circle of interest always so clear cut? Drawing on emerging research, this lightning talk explores the malleability of the market for ‘heritage sports’ through analysis of falconry festivals in Qatar. Its findings are based on fieldwork at two separate falconry festivals: Marmi and Al Gannas. The Marmi festival encourages non-citizens and non-Arabic speakers to attend by advertising in English, providing activities for spectators and stands in which to sit and view the events. Al Gannas, by contrast, is an all-Arabic affair aimed more exclusively at Qatari locals. Through participant observation with the staff, the competitors and the audience at these two events, I explore what it means to construct and market a heritage sport, and why the festivals have taken such diverging routes. The paper interacts with many of the conference topics, most particularly ideas of marketing, hospitality, and the equality, diversity and inclusion of different audiences in sport. It raises salient questions, including: what are the practices by which heritage sport becomes coded as ‘accessible’ or ‘inaccessible’? Are the desires of citizens and tourists too separate and distinct for a heritage sport events to speak to both? How does the marketing of heritage sports compare to more ‘mainstream’ sports? Such questions I hope will be thought-provoking to the audience. Their feedback in turn will help me as I turn this exploratory research into more fully-fledged work.

SPORT FOR SOCIAL COHESION IN POST CONFLICT REGION: THE CASE OF QATAR CHARITY IN DARFUR

Abdulfatah Mohamed

Hamad Bin Khalifa University, Qatar

The armed conflict in the Darfur region of Sudan broke out in 2003 between several factions and the Sudanese government. The conflict has resulted in violence, displacement, and led into a serious humanitarian crisis. Many regional and global actors have tried to end the conflict and bring peace. State of Qatar was able to mediate for a peaceful agreement among warring parties known as the Doha Document for Peace in Darfur (DDPD). Achieving peace, however, has been challenging as economic struggles, limited resources of arable land and water and widespread violence have led to increasing dissatisfaction amongst the local population. In Darfur region, youth and children represent almost 80% of the Darfur IDP population, they have experienced long term idleness living in the camps. As a result of idleness, led the youth to negative tendencies such as crimes and engaging in violence. Qatar Charity (QC) an NGO based in Qatar have used sport in its social cohesion efforts to bring communities together. QC has embedded sport activities in its Child sponsorship programmes through regular sports events featuring celebrities, charity sporting events etc. This article attempts to shed lights on the positive role of Qatar Charity and grass-root organizations in using sports to prevent violent extremism and bring social cohesion in a post conflict context.

PERCEPTION AND REALITY. A “BLIND EXPERIMENT” WITH HIGH-SKILLED SOCCER PLAYERS

Cornel Nessler¹, Helmut Dietl², and Carlos Gomez-Gonzalez²

¹NTNU, Norway; ²UZH, Switzerland

Viewers often compare and discuss the performance of men and women soccer players. In this paper, we want to detect if the viewer's evaluation is biased when seeing the gender of the players. We use videos of professional women and men soccer players to test this hypothesis, blurring the players to conceal their gender. We randomly show participants either the original unblurred videos or the blurred videos. Participants then evaluate the quality of the plays. The results show astonishing differences when evaluating the different videos. Participants prefer men's soccer videos when the gender of the players is visible. Contrasting common knowledge, this preference disappears when the gender of the players is blurred. These findings reveal a bias in the evaluation of men's and women's soccer. The results have implications for future research and how societies handle women soccer.

RUNNING CLUB MEMBERSHIP AND ITS INFLUENCE ON SOCIAL CAPITAL AND QUALITY OF LIFE AMONG RUNNERS

Kyriaki Kaplanidou¹ and Shang-Chun Ma²

¹*University of Florida, United States of America;*

²*National Cheng Kung University, Taiwan*

Running has become a dominant leisure activity in North America but also globally especially during the times of the pandemic (worldathletics.com, 2021). Recreational runners can participate alone or in small groups (face to face or through social media groups) (Strout, 2020) and that social movement could have implications for social capital and quality of life among runners. Recent literature (Zhou et al., 2021) has researched how certain runner demographics can influence social capital but it didn't take into consideration the runners' connections with running groups and clubs. Indeed, as Burmann et al. (2020) found, being part of a sport club enhanced the trust felt among

members. In addition, being part of a sport club influenced quality of life more than going to a gym or walking (Eime et al., 2013). Despite this evidence, the connection between belonging to a running club and its influence on social capital and quality of life has not been explored. The purpose of this study was to explore how being part of a running group or running club influences runners' perceptions social capital and quality of life. Data for the United States were collected online via the online consumer panel M-Turk in January 2019. Screen and attention checks were used to ensure that the participants answered the survey questions properly. We obtained 319 valid responses after data screening. We measured running club affiliation with one question (Yes, No) social capital with three items measuring trust, reciprocity and network on a five-point scale where 1=no/not at all, to 5=often/definitely (adapted by Zhou et al, 2021), and quality of life using five items adopted from Pavot and Diener's (1993) satisfaction with life scale measured on a 7-point scale where 1=strongly disagree and 7=strongly agree. MANOVA was used to test the hypotheses of the study. The results revealed that there were significant differences among those who belong in a running group/club and those who didn't (Pillai's trace=.90, $p<.05$). For the social capital items, the means were: I have many running friends I met at running events (M_{yes}=3.74, M_{no}=2.79), I like to help friends I met at running events (M_{yes}=3.87, M_{no}=3.07), I can trust friends I make through running events (M_{yes}=4.00, M_{no}=3.38). For the quality of life items: In most ways my life is close to my ideal (M_{yes}=5.69, M_{no}=4.97), The conditions of my life are excellent (M_{yes}=5.74, M_{no}=5.19), Overall, I am satisfied with my life (M_{yes}=5.97, M_{no}=5.28), So far I have gotten the important things I want in life. (M_{yes}=5.17, M_{no}=5.26), if I could live my life over I would change almost nothing (M_{yes}=4.87, M_{no}=4.19). From these results it appears that belonging to a running club or group is beneficial for the participants and it can be something promoted by running club owners and organizers. More discussion points will be provided during the presentation.

MIDDLE EASTERN MUSLIM ETHNIC MINORITIES AND SOCCER: YELLING FROM THE TOUCHLINE

Saeb Al Ganideh

ZUJ, Jordan

We draw on insights from theories of group threat and identity to explore how soccer rivalries can decode the relationship between ethnic minorities and local societies. Specifically, how Muslim ethnic minorities in the Middle East used soccer to express their racial-ethnic heritage is the main question that this paper grapples with at its most general level. Notably, the rhetoric around soccer and minorities in Arab countries show that Middle East's ethnic minorities' soccer clubs have faced varying degrees of discrimination. In some Middle Eastern states, like Algeria and Jordan Middle East's ethnic minorities' soccer clubs had experienced great success. However, in countries, such as, Syria, Iraq and Morocco, the narrative of soccer clubs clearly show state discrimination against these minorities. Recently, Middle East ethnic minorities' soccer clubs has been plagued with challenges related to the change in political and social contexts in these countries. Middle Easter ethnic minorities' soccer clubs were the pinnacle in the region a few decades ago. Nonetheless, these soccer clubs, currently, fighting for not only their place in their countries' local competitions but also for their existence as soccer clubs.

YEMENI UNITY AND SOCCER: REALITY OR FANTASY?

Saeb Al Ganideh

ZUJ, Jordan

The current paper explores the Yemeni society through the lens of soccer. In Yemen, the rhetoric around soccer could help to illuminate an overview on what is going in Yemen. Lack of a modern citizenship and very weak national identity order in Yemen

boasted tribal influence within the country, and tribes are using citizenship as a tool of preserving their privileges. Soccer fandom in Yemen is related to high extent to geography where individuals of the capital and other cities normally support their local teams, Yemenis are identified strongly with their local groups. Ostensibly, the united Yemeni government used soccer events to support a common Yemeni national identity. Yemeni leaders supported the Yemen rhetoric of unity through sports contests. Despite the Yemeni union survived the 1994 civil war, the war brutally challenged the emotional sense of national identity and commonality. Since 2014 the Yemeni league is suspended and FIFA prevents soccer activities there for security reasons. Nonetheless, despite the civil war, Yemeni soccer national team composed of players from all over Yemen play together under the Yemeni flag and chanting for one Yemen and represent a rare opportunity for unity in the separated country.

DISCONNECTED NETWORKS: UNDERSTANDING AND OPTIMIZING SPORT MIGRATION NETWORKS IN SEMI-PERIPHERY COUNTRIES

William Crossan

Charles University, Czech Republic

Sport migration as a consequence of and contributor to globalization has now been researched and categorized for at least 30 years (Bale, 1991; Klein, 1989; Maguire, 1996). In spite of this growing body of research, little effort has been made to place the push and pulls of sport migration into contexts taking into account national economic status, sport popularity within sending and receiving states, or the politics of federation migration regulations. Each of these factors significantly affect the sending and receiving of sport migrants in specific sports and countries. Researchers have studied aspects of these networks (Lanfranchi & Taylor, 2001; Poli, 2010), and both teams and federations have learned to accept, reject and commodify elements of global sport migration (Berlinschi et al.,

2013; Charyev, 2016; Flores et al., 2010; Klein, 2011). Yet the majority of research continues to be conducted on primary sports in core countries. When research has considered secondary sports, and/or semi-periphery and periphery countries it has overwhelmingly been sociological in scope, thus lacking policy and business ramifications for federations and teams (Rojo et al., 2020). This research examines sport migration, both sending and receiving, of two primary (football and ice hockey) and three secondary sports (basketball, volleyball and baseball), in the semi-periphery country of the Czech Republic. Based on 25 years of secondary quantitative data, and extensive qualitative interviews with players, coaches and managers in all five sports, common networks and broad effects are outlined. Emphasis in this research is placed on network disrupters in order to aid both federations and teams in optimizing sport migration in semi-periphery countries.

EXPLORING THE EXPECTATIONS OF ATHLETES IN THE KINGDOM OF SAUDI ARABIA: MET-EXPECTATIONS OF ATHLETIC JUSTICE, SATISFACTION, AND COMMITMENT

Seungmo Kim¹, Majed Alahmad², Taeyeon Oh³, and Adam Love⁴

¹Hong Kong Baptist University, China; ²King Saud University, Saudi Arabia; ³Seoul Business School at aSSIST University, South Korea; ⁴University of Tennessee, United States of America

The main purposes of the current research were (a) to develop a new valid and reliable scale to measure athletic justice, particularly in Saudi Arabia, and (b) to determine the direct and indirect relationships between met-expectation of athletic justice on athletes' attitudinal outcomes (i.e., athletic satisfaction and organizational commitment) via leader-member exchange. Athletes' development and performance are influenced by coaches' leadership and interpersonal communication skills. The current study attempts to

understand the relationship between coaches and athletes by applying the concept of organizational justice—members' perceptions of fairness (Greenberg, 1987)—to the sport context. Specifically, coaching/athletic justice, which involves athletes' perceptions of fairness with respect to their coaches' behaviors in their teams, is expected to play an important role in influencing satisfaction, commitment, effort, willingness to help, and team unity, which, in turn, impact individual and team performances. Therefore, the current study incorporates athletic satisfaction and athletic commitment as outcomes of met-expectation of athletic justice. According to the met-expectation theory (Porter & Steers, 1973), the more congruency between athletes' expectations and experiences, the higher their satisfaction and commitment are likely to be in the team. The population for the current study consists of athletes in sport clubs in the Kingdom of Saudi Arabia. As a first stage, 20 interviews with athletes and coaches in Saudi Arabia were conducted and analyzed. Based on the results of the interviews and the analysis of 16 existing organizational justice scales in the fields of management and sport studies, a total of 40 preliminary items, including four dimensions (i.e., distributive, procedural, informational, and interpersonal) were generated. In the second stage, a series of data will be collected for 1) development of the athletic justice scale (AJS), 2) cross validating and criterion/predictive validity of met-expectation athletic justice scale (MAJS), and 3) testing the proposed model. Exploratory structural equation modeling (ESEM) will analyze the structures of the candidate AJS and MAJS items. Finally, the relationships among variables proposed in the hypothesized model will be examined via structural equation modeling (SEM). A two-step approach to SEM will be used. First, the overall measurement model will be examined. Once the measurement model is proven acceptable, the second step will test whether the data provided an adequate fit to the hypothesized model. Goodness-of-fit indexes (e.g., CFI, TLI, RMSEA, and SRMR) will be used in the process. Overall, potential findings of the current study will identify dimensions of ath-

letic justice in sports and empirically test the relationships between athletic/coaching justice and associated outcomes. The study will provide important academic and practical contributions in sports, particularly in the context of elite sport in Saudi Arabia.

ANTECEDENTS AND OUTCOMES OF CSR WITHIN DEVELOPING COUNTRIES SPORT CONTEXT

Yoseph Mamo¹, Girmachew Mengesha², and Christos Anagnostopoulos²

¹Old Dominion University, United States of America;

²Hamad Bin Khalifa University, Qatar

An emerging body of evidence indicates that corporate social responsibility (CSR) in the sports domain has predominately focused within the Western context (Walzel et al., 2018). The insights and conclusions drawn from these articles indicated that sports organizations engage in CSR due to external pressure and internal resources to yield positive economic, social, and environmental goals for stakeholders (Anagnostopoulos et al., 2014; Babiak & Wolfe, 2009; Mamo et al., 2021; Inoue & Havard, 2014; Rowe et al., 2019). But these studies have fallen short on how CSR manifests itself in developing countries, in which sport organizations possess scarce resources and the support of stakeholders become dependent on resources (Crane, 2018). Carroll (2021) and Visser (2011) emphasize that CSR determinants in the Western context differ from the emerging economies as cultural traditions, socio-economic priorities, crisis response, and governance gaps. Exploring the CSR concept outside North America and Europe is vital because these contextual factors shape the sport organizations' behavior, scope, and scale to promote CSR. In this case, how sport organizations articulate their strategy, a decision on supporting specific CSR actions, and how much to contribute may vary. Thus, we argue that the relationship between institutional environments and sport organizations' capabilities need further investigation.

Furthermore, scholars in sport management have reminded us that more work needs to be done on the concept of CSR, particularly in developing economies (Slack, 2014; Mamo et al., 2021; Walzel et al., 2018). This research aims to investigate the antecedents, processes, and outcomes of sport CSR in developing countries. We use an exploratory case study design (Yin, 2014) focusing on sport organizations in Ethiopia and Nigeria. These specific countries are the appropriate context for the study as both countries are categorized as developing countries by Human Development Index (HDI, 2022). Utilizing both purposive and snowball sampling, interviews are conducted with a variety of stakeholders involved in sport CSR activities. Our data are being collected from three main sources: 1) unstructured interviews with key informants, 2) popular press news articles, and 3) websites and other publicly available sources. The interviews are still in progress at the time of this abstract submission. We will collect interviews across 12 teams from May 2022 to December 2022. This research contributes to sport CSR literature in several ways. First, at the institution level, it highlights how specific cultural traditions and norms in developing countries shape sport organizations' CSR efforts. In doing so, we unpack the positions and actions of multiple factors which influence the scope and scale of promoting CSR. Second, at the organization level, the study offers insights on how sport teams pursue organizational objectives such as reputation, image building, innovation, stakeholder management and governance.

NON-PROFIT SPORTS CLUB VOLUNTEERS: SAME, SAME BUT DIFFERENT OR ONE AND THE SAME?

Kirstin Hallmann, Svenja Feiler, and Christoph Breuer

German Sport University Cologne, Germany

Non-profit sports clubs' operations rely on volunteers' engagement in various roles (Cuskelly et al., 2006; Vos et al., 2012). Those who serve the sports club act

in roles such as board member, coach, referee, or ad-hoc service roles (Hoekman et al., 2015). All roles are essential for successful operations. As recruiting volunteers is challenging for sports clubs (Breuer & Feiler, 2021), it is crucial to facilitate a satisfactory volunteer experience. Informed by motivation theory, this study aims to identify whether volunteer motives differ based on volunteer role and to what extent volunteer motivation influences volunteer satisfaction. Thereby, we resonate a call by Wicker (2017) who recommended looking more into volunteer roles. Volunteer motivation was based on the work of Hoye et al. (2008). Four motives (altruistic value, personal development, community concern, and social adjustment) and overall satisfaction with the voluntary activity were assessed. Data were collected through online surveys among board members, coaches, and referees in 2018 and 2021 respectively, as part of the 7th and 8th wave of the Sport Development Report. Coaches and board members were contacted through the clubs they belong to, while referees from 18 different sports were invited to take part in the survey through the respective sport federation. For each role, a random sub-sample was drawn ($n_{\text{Coaches}}=990$, $n_{\text{Board members}}=1,020$, $n_{\text{Referees}}=998$). The reliability and validity of the measurement models were confirmed. Model fit was acceptable. Therefore, a second-order model using motivation as the independent construct and satisfaction as a manifest dependent variable was estimated using structural equation modelling. A multi-group analysis was conducted to test for differences among the three roles. Goodness of fit was sufficiently determined for the overall model ($n=3,008$; $\chi^2(219)=1,516,06$; $p \leq .001$; $\text{SRMR}=.005$; $\text{CFI}=.957$; $\text{RMSEA}=.034$; $90\% \text{CI} : .033-.036$; $p_{\text{close}}=1.000$), considering that the chi-square statistic tends to be affected by large sample sizes (Bentler & Bonett, 1980). The results revealed an equal factor structure across the groups, but no equal factor loadings existed. Thus, metric invariance is not given. Hence, the three groups of volunteers responded differently to the items. For instance, the factor loading of community concern on motivation varied across the groups ($\lambda=.677-.719$).

The relationship between motivation and satisfaction was significant for all groups.

The results confirm the previous factor structure proposed for multi-dimensional volunteer motives (Hoye et al., 2008), also across different roles. However, the results outlined that motives are perceived differently across voluntary roles. The findings also suggested that motivation significantly influences satisfaction, no matter the role. This highlights the importance of satisfaction (Nagel et al., 2019). Concluding, volunteers are same, same, but different. Policy implications include embracing the different motivations and facilitating motivation fulfilment to enhance satisfaction and retain volunteers.

CHINESE AND AMERICAN SPORTS DIPLOMACY IN AFRICA

Itamar Dubinsky

Ben-Gurion University of the Negev, Israel

Recent years have witnessed an upsurge in the attachment of sports to promote local and national political, social, cultural, and economic causes by politicians, diplomats, development agencies, and entrepreneurs. Political scientists have conceptualized this growing phenomenon as “sports diplomacy” (Murray & Pigman 2014), maintaining that sports can bring countries and societies closer as part of initiatives taken by the private, public, and third sectors. Scholars have been paying more attention to the proliferation of such strategies in Western and East-Asian contexts, though meager research has been conducted on African contexts. In this lecture, I will seek to fill this gap by examining the goals and achievements of the Chinese and American sports diplomacy initiatives in Africa. The comparison of such endeavors will reveal the spectrum of strategies which countries, corporations, and non-profit organizations adopt as part of the harnessing of sport for diplomatic interests. Furthermore, this examination from African perspectives will shed much-needed light on the limitations of the Chinese and American policies. My lecture will be based on

the analysis of reports written by the involved countries, news pieces published in the press, academic articles on sports diplomacy, and the historical engagement of China and the US in Africa. The lecture will focus on what I term the Chinese “stadium diplomacy” and the US “hoops diplomacy”. China has been funding and constructing sports stadiums across the continent to re-build and strengthen its ties with African countries, as well as to facilitate China’s access to raw materials necessary to its economy (Dubinsky 2021). The United States had recognized that its current comparative advantage compared to China is embodied in cultural and social spheres and thus, had expanded the activities of its basketball league (NBA) to the continent in order to scout for talented youths and promote broader political interests (Tyburski 2021). My research will analyze the complex and dynamic international relations between China and African countries and the US and African countries to better understand the relations between the involved sides, as well as the changing international status of African countries in the 21st century. In addition to the lecture's empirical contributions, it will contribute to a more nuanced understanding of the concept of soft power. Whereas Nye (2004) associated hard power with inducements and coercion and soft power with attraction, Chinese perceptions of soft power are more fluid. As Repnikova argued, “Chinese writings question the need for boundaries between hard and soft power and the very idea of attraction as separate from other inducements” (2022, 3). My research will build upon such understandings to demonstrate the versatile manifestations of soft power in Africa. Doing so will help realize the need, as pointed out by Tella (2021, 1), to sufficiently accommodate the term to African contexts. My lecture will be of particular relevance to the 2023 World Association for Sport Management conference, given its focus on the topic of “International relations in the global sport business marketplace”.

SOCIAL OPPRESSION AND AUTHENTICITY GIVING BIRTH TO CHAMPIONS- NARRATING THE STORIES OF PARA ATHLETES

Yusuf Hassan

University of Birmingham (Dubai Campus), United Arab Emirates

The literature on the sociology of sports reveals how the obsession with winning is a prevalent notion in neoliberal sports. Elite sports have become an inevitable source of nepotism, ego and cynicism for the society (Parry et al., 2007). Winning as a central dictum in these sports have serious consequences on the identity and behavior of athletes, fans and other stakeholders. It does not end here. The becoming of a champion in elite sports comes at a hefty price. What that reflects nepotism, ego and cynicism, also presumes vulnerability to loneliness for athletes. The subsequent paragraph discusses about the same in more detail. Media is often blamed for glorifying and romanticizing neoliberal sports. Undoubtedly, the rewards and glamour attached to these sports have been successful in attracting talents. However, the literature on sports has also highlighted issues of insecurity, failure, fear of rejection, psychopathy etc. among athletes of elite sports (Fry & Bloyce, 2017). They live a nomadic life characterised by prolonged separation from their families and dear ones. This invariably makes them vulnerable to loneliness (Fry & Bloyce, 2017). But the actual feeling of loneliness for these athletes is not just attributed to their separation from the family alone, but also from the strangled social relationship with others. Becoming a champion involves high expectations, performance pressure and the very fear of losing ones’ standing before the fellow competing athlete. A highly competitive work setting and the desire to rise high on the ladder is often accompanied by estrangement from dearer ones. As the athletes advances in their career, they find lesser time for their former colleagues, friends and family members who were once their close allies (Bell et al., 1990). The popularization of a profit-centric neoliberal sports denotes the valorisation of the

ideal and material attributes of sport-the mechanization of the body, and the reinterpretation of the body as a mere commodity (Rigauer, 1992). Both cognitive and behavioural selves suffer from this ideology of neoliberal sports. The current study uses narrative analysis approach to examine the life stories of 18 para-athletes. In doing so, our research highlights how the narratives illustrate the rise of the resonant, enraged, and vulnerable champions. We observed that the childhood of our para-athletes appeared as a trajectory of ripples that were full of though, with few exceptions of highs. They had a very humble beginning which was full of instances of suppression and humiliation. A key feature of stories depicting the lives of enraged champions was the association of the imaginations of authentic selves with the idea of competitive triumph.

A MODEL FOR THE DEVELOPMENT OF PEACE AND SOCIAL JUSTICE THROUGH SPORT

Mahdi Sharifi Moghadam¹, Nader Memary¹, and Kamilla Swart²

¹University of Tehran, Iran; ²Hamad bin Khalifa University, Qatar

Sport is the university of humanity and chivalry. A better world can be made with sport (Jackson, 2013). With the help of popular sport institutions, sport clubs, government sport organizations, and... It is possible to raise a winning and peace-loving generation through sport (Ogi, 2003). Sport plays an effective role in creating peace and social justice (Habibullah, 2013). The development of sport activities, after Kofi Annan's proposal at the 1991 conference, was included in the activities of the United Nations (6). The factors examined in this research are the 8 factors proposed by Kofi Annan in the 1991 economic conference, which were approved by most countries in 2000 and named the Millenium Development Goals (MDGs), which are:

1. Eradication of poverty
2. Provision of primary education at the global level
3. Gender equality and empowerment of women
4. Reducing child mortality
- 5.

Improving the condition of mothers

6. fight against AIDS; Malaria and other diseases
7. Ensuring environmental sustainability
8. Global Partnership for Development (Siri Aas Rustad, 2004; Ogi, 2004).

This research conducted was exploratory in nature and with the aim of expanding knowledge and investigating the effect of sport activity on the 8 factors. The research method was open (qualitative) interviews. The statistical population of the present study included experts, specialists and experienced trainers. Our statistical population consisted of individuals in Iran and South Africa. In this research, the purposeful sampling method was used to identify a sample of 120 people. Also, to expand the information, people who practiced sport in deprived areas, and athletes who do voluntary work were interviewed. We sought to evaluate the impact of sport on the development of peace and social justice through the improvement of the eight development factors of the third millennium. According to the interviewees and the results of previous researchers, sport is known as a very important social, political and international factor in today's world. The results showed that sport has a positive effect on the formation and strengthening of solidarity amongst small and large groups, both ethnic and national identities. It has a high capacity to convey different messages such as peace and friendship, cooperation, prevention of diseases, prevention of racial and gender discrimination. Sport also has the ability to bring countries closer together. Interviewees consider wrestling and football to be the most influential sports. The results showed that sport play a positive role in creating peace and friendship between people and communities. Sports as a social phenomenon has a positive effect on the formation and strengthening of the solidarity of large and small, ethnic and national groups. Sports have the necessary capacity to deliver different messages, such as the message of developing peace and friendship, fighting diseases such as AIDS, fighting racial and gender discrimination, eradicating poverty and hunger, and protecting the environment.

THE INTEGRATION OF HIP HOP CULTURE AND OLYMPIC SPORT: THE SIGNIFICANCE OF BREAKING ENTRY AT OLYMPIC GAMES BRINGS TO THE TAIWANESE STREET DANCE COMMUNITY

Kuan-Yu Chen

National Taiwan Normal University, Taiwan

The World Dance Sport Federation succeeded in adding breaking into 2018 Youth Olympic Games in Buenos Aires and 2024 Olympic Games in Paris. Most of the breakers are worried about the cultural essence of breaking under the hip-hop culture "love, unity, peace and have fun" is gradually spread through the Olympic media under the standardized procedures of the International Olympic Committee and the WDSF breakdance instead. Breaking was introduced to Taiwan in the 1980's. With the media in Taiwan, street dance has gradually emerged as culture and an official Olympic sport event. It not only enhances the value of dancers, but also creates a synonym for "athletes" in breakers. The aim of this study was to develop the significance of Breaking entry at Olympic Games to the Taiwanese street dance. Based on data collected through interviewing Breaking-related participants, used semi-structured telephone interviews. Furthermore, author observed three breaking events in the

field, and wrote down the field notes, and compiled the text. The data was analyzed by using open coding from grounded theory.

Result: (1) Breaking belongs to the foreign culture came from the United States. Being affected by democracy, colonization, and cultural migration, it formed a localized Taiwanese street dance community. (2) In Taiwan, the judging system in breaking competitions has not been unified yet. (3) When breaking entered the Olympic Games, Taiwan's breaking constitution and system were initially constructed, which were still different from other competitive sports. (4) The entry of breaking at the Olympic Games has transformed from "not being understood" to "absorbing new knowledge and digesting information" and into "full of cultural characteristics and positive significance" became a new model of street dance community.

Breaking belongs to the foreign culture, was introduced to Taiwan in the 1980s and experienced cultural integration to form a localized street dance culture. When breaking entered the Olympic Games, although its scoring system, organization charter still had differences compared with other competitive sports, but it transformed the Taiwanese street dance culture into a local cultural feature with positive significance and competitive sports characteristics. Ushering in a new model of the Taiwanese street dance community.

THE CHANGES IN PROFESSIONAL FOOTBALL PLAYERS' TRAINING PROCESS AND TRAINING STRATEGIES DURING CORONAVIRUS (COVID-19) LOCKDOWN PERIODS

Mansour Alsowayan¹ and Marco V. Bonilla²

¹King Saud University, Saudi Arabia; ²Beijing Sport University, China

Coronavirus (COVID-19) created many challenges and difficulties in the sports aspect, which led to several constraints on training and competition. The government decided to force lockdown to face the dangers of the (COVID-19) pandemic. Consequently, training and competition strategies have changed for athletes and clubs. This situation is representing: the absence of organized training and competition. The lack of communication between athletes and coaches. The inability to move freely. This situation led the coaches to modify their regular training programs. This situation led the coaches to alter their traditional training programs. This study aims to identify the changes in professional football players' training process and training strategies during Coronavirus (COVID-19) lockdown. Investigated random sample of professional football coaches in Saudi football professional league [super league (9) coaches and first division (6) coaches] n= (15). The study used a questionnaire as a tool designed to serve the objective of the research. The questionnaire included (6) axes and contain (29) statements. Axes included: Training follow-up methods, communication, monitoring, and evaluation of training load, nutrition, training program, and training equipment. The result of coach's responses about study items: For the "training follow up methods item," the coaches used at least one of the smart device application (4.47), communication item: players contact fitness coaches daily (4.13), players get dietician daily (4.13), For the "monitoring and evaluation

training load item": after each training session all players sent their work out: heart rate, weights, covered distance, resistance...etc. (4.20). As for "nutrition item," the dietician designed the program based on previous information (4.33). In the " training program item," the training programs and rest times are controlling by technical staff (4.53). While "training equipment item": the clubs distributed watches and tape measures to the players for training (3.47). The study recommended essential to design a training program and control it by coaches and staff. The study also confirmed the use of smart device applications in training. And it should be there continuous effective communication between coaches and players. Finally, the clubs should contribute to providing equipment and tools for home training.

THE IMPACT OF THE COVID-19 PANDEMIC ON CAREER CAPITAL OF SPORTS CLUBS MANAGERS

Karolina Nessel

Jagiellonian University, Poland

The Covid-19 pandemic has been a shock for many organizations and their employees. This is particularly true for the professional sports clubs that have suffered from strict lockdowns – in many countries sports competitions were suspended, and when they finally resumed, volumes of stadium audience were severely restrained. The stop of financial flows from fans, sponsors, and media jeopardised the financial fundamentals of many sports clubs and made their employees face new challenges and hardships, making a potential impact on their careers. This career shock may have obvious negative short-term consequences (as job insecurity, reduced salary, emotional impact of social distancing, and increased general anxiety). It may also have some potential positive effects in short-term (as

new competencies or increased entrepreneurship) that may generate valuable career opportunities and outcomes in the longer-term for the employees themselves (Akkermans et al., 2020), and for their organizations (through innovations in value creation). The goal of this empirical research is to explore the effects of the Covid-19 career shock on career capital of sport clubs' managers. The concept of career capital (DeFillippi & Arthur, 1994) divides the competencies developed by individuals over their careers into three ways of knowing: knowing-how (career-related skills and work-related knowledge), knowing-why (capability to understand oneself, explore new possibilities, and to adapt to changing work situations), knowing-whom (professional and social networks which are helpful in career development). The research applies an online survey technique combining closed and open questions. The targeted population is sports administrators in professional sports clubs in Poland. In data analysis, qualitative and quantitative techniques are used. The research is not completed yet. The results should allow for the evaluation of the subjective changes in all three categories of knowing, as well as for the identification of its sources (specific new/modified skills, capabilities, and business relationships).

MATCHES “BEHIND CLOSED DOORS” DURING THE COVID-19 CRISES: THE IMPACT ON PLAYERS’ ENGAGEMENT

Chokri Kooli

Lusail university, Qatar

At the ease of the lockdown for football activities, football matches were forced to play behind closed doors for safety purposes. This study analyses the effect of playing behind closed doors on the outcome of football matches. Data is drawn from the league results of the past two seasons (2017/2018 and 2018/2019) as well as the two sections of the 2019/2020 seasons (the period before the lockdown and the period after, which includes ten matches in the Premier League, twelve in Calcio, nine in Bundesliga,

and eleven in La Liga). By implication, the research compared between the outcomes of 410 matches played "BEHIND CLOSED DOORS" to 3927 matches played "BEHIND OPEN DOORS". The data was analyzed using Microsoft Power B.I. and Microsoft Excel. The study found that the period behind closed doors experienced less intensity and aggression as opposed to having the presence of an audience in the stadium. This intensity resulted in an inferior average number of yellow cards and red cards issued before and after COVID-19. It also found a decrease in the average number of goals scored in each of the few games left after the resumption. It recommends the return of supporters to the stadium with more framing, surrounding and coaching. The research proposes a new concept of the dual effect of athletes' performance boosters.

21ST CENTURY SPECTATOR RISK MANAGEMENT

Katharine Nohr¹ and Angela Hayslett²

¹Nohr Sports Risk Management, LLC, United States of America, ²James Madison University, United States of America

The COVID-19 pandemic has brought spectator safety to the forefront of sport risk management as sporting events worldwide were shutdown to protect players, coaches, fans, and other stakeholders. However, pandemic and post-pandemic spectator risk management goes beyond public health considerations. This professional practice oral presentation explores some of the key risks to spectators, including inattention, errant balls and pucks, fires, terrorism, brawls, natural disasters, as well as virus transmission in venues from large-to-small. We explore how 21st century technology not only increases risk to spectators, but can also be used to keep them safe. An example of the challenge event managers must now address is the use of smart phones by virtually all spectators. While this has proven valuable for sponsor and fan engagement, how

do you protect fans from errant balls when their attention is focused on their phones rather than the game? Also, global warming has brought with it impactful weather events and natural disasters. How can event managers protect their patrons from earthquakes, hurricanes, lightning, or other natural weather phenomenon? Furthermore, although the evolution of the pandemic by the date of the conference cannot be predicted, what are the best practices for protecting spectators from transmission of viruses? The above questions are fundamental in developing a risk management plan designed to protect event spectators. In this presentation, we discuss risk assessment and application of risk management techniques to decrease risks to ensure the continuation of the much-revered pastime of gathering to watch our favorite teams compete in person.

IT'S COMPLICATED: SPORT TRAVEL DURING COVID-19

Angela Hayslett¹ and Katharine Nohr²

¹James Madison University, United States of America; ²Nohr Sports Risk Management, LLC, United States of America

Travel and transportation are an important yet infrequently discussed necessity of sport. Whether it is traveling locally, regionally, or internationally, coordinating those logistics is even more complicated with changing COVID-19 related travel policies. For instance, travel, to and from certain countries may be prohibited, particularly from designated locales. Evidence of vaccination and/or a negative COVID-19 test may be required to travel by air or to enter a sporting arena. Administrators may need to monitor the COVID-19 infection rates of a destination and develop or follow protocol to limit the intermixing of players with others. Carry-on bags should now include face masks, hand sanitizer, and disinfectant wipes. Some agencies, like National Olympic Committees and professional sports teams, may have professional staff to coordinate travel and keep abreast of the

changing COVID-19 policies that impact travel, yet others may be coordinating logistics without that expertise. This session will highlight the complications of travel during a pandemic, how procedures vary by the method of transportation used, and provide resources for professionals to follow to keep abreast of COVID-19 policies that may impact travel.

CASE STUDY OF SPECTATOR PERCEPTIONS OF NEWLY ENACTED VISIBLE SECURITY PROCEDURES

Angela Hayslett

James Madison University, United States of America

Often risk management procedures at athletic venues are enacted to heighten safety and security. However, a change in risk management procedures sometimes visibly impacts spectators and it is important to balance safety and security with the impact on the spectator experience. This poster presentation discusses the results of a survey of spectators attending a major sporting event at a stadium. Spectators were surveyed regarding their perceptions of newly enacted visible security procedures. These new security practices required spectators to enter stadium gates after passing through metal detectors and restricted spectator baggage in the stadium to only clear, see-through bags. Responses were reported by 400 spectators in attendance regarding how they learned of the new security policies and, using a 5-point Likert scale, their perception on whether each policy was a good idea or a bad idea. The results of this study showed that many respondents learned of these new security practices in a variety of ways: some from communication by the organization and others not until they tried to enter the stadium. Also, most respondents favored the visible security practice of using a metal detector, which is consistent with the findings in the 2021 Spectator Sports Safety and Security Survey Industry Report (National Center for Spectator Sports Safety and Security, Sep. 2, 2021). However, fewer spectators felt that the use of clear bags was a good idea. Negative

reports of the use of a metal detector stemmed from medical issues that barred a spectator's ability to successfully use a metal detector and others reported inconsistency in the communication from the staff of how to approach the metal detectors. Several respondents reported that the clear bag policy was inconvenient, which may have impacted their perception of whether it was a good idea. The results of this case study may encourage practitioners to consider the impact of imposing new visible security procedures and encourage academics to further assess spectator perceptions on visible security procedures.

FOOTBALL FANS, COVID-19 & THE 2022 QATAR WORLD CUP – A LONGITUDINAL ANALYSIS OF ATTENDANCE MOTIVES AND ATTITUDES

Simon Chadwick¹ and Mahfoud Amara²

¹Emlyon Business School, France; ²Qatar University, Qatar

This paper is submitted with the intention of its presentation during a scholarly or professional discussion, debate, Q&A, workshop, or symposium (60 minutes). A further, accompanying submission will be made by Amara, the two papers forming the basis for this session. Both papers have been completed as part of a collaborative research project involving Qatar University, Emlyon Business School, the Supreme Committee for Delivery and Legacy, and the French Embassy in Doha. The session will be entitled 'Staging the World Cup During a Pandemic: Implications for Fans and the Fan Experience'. It is envisaged that the Supreme Committee and the French Embassy will provide some support for and assistance with the session. The global pandemic has affected sport in a multitude of ways (Lis & Tomanek, 2020), though its impact upon access to and attendance at events has been especially significant (Jeong, et al., 2021). Viewed in experiential terms (Kaplanidou & Vogt, 2010), event attendance not only involves watching a game, but also traveling to and from venues (Nicola, et al.,

2020), staying in local accommodation (Del Chiappa, 2021), engaging with food and beverage services (Chan, et al., 2021), and so forth. Over the last twenty months, every element of such experiences has been impacted, with sports fans concerned about their well-being and safety (Simmons, et al., 2020). Having invested upwards of \$240 billion dollars in preparation for staging the 2022 FIFA World Cup (Chadwick, 2019), the Qatari government has thus been concerned about the numbers of fans who will travel to the country for the tournament. At the same time, Qatari authorities have been vigilant to public safety concerns, amongst both the local and the prospective travelling populations, and to the need for precautionary measures to be put in place ahead of and during the event (Dergaa, et al., 2021). Hence, at the request of Qatar's Supreme Committee for Delivery and Legacy, the government ministry working with FIFA to organise the 2022 World Cup, the study presented here was undertaken as a collaborative research project involving the SC, QU and Emlyon. The underpinning research question for the study has been: what are the current motives and attitudes amongst football fans globally towards attending the World Cup in 2022? The project commenced in the summer of 2020 and will conclude in autumn 2022, with data being collected via multiple methods. This paper reports on the findings derived from in-depth, semi-structured interviews (n = 40) with football fans in fifteen countries across six continents. Interviews were undertaken over the period from July 2020 to September 2021, with further interviews planned for late-2021 and 2022. A team of researchers was recruited to formulate questions and conduct the interviews, which took place online and were recorded for the purposes of convenience and later analysis of their content. Appropriate ethical standards were observed, whilst subsequent protocols for translation and back translation were also adhered to. Interview responses were examined using manual coding techniques, which included the independent verification and triangulation of findings drawn from the interviews. We have found that attitudes and motives towards attending the 2022 World Cup have changed across the period of study.

During the early stages of the pandemic, interview participants demonstrated near universal agreement that their personal safety was paramount and they would not travel to Qatar or watch games inside a stadium until either the pandemic was over or an effective vaccine became available. During the later stages of the pandemic, especially following the announcement that Covid-19 vaccines had been developed, fan motives and attitudes began to moderate. They expressed concerns about the practicalities of attending a pandemic-era World Cup. Country entry and exit procedures were identified as being important, as were the restrictions that might be applied to fans returning from Qatar. Some participants observed how they would be reluctant to travel should they face quarantining ahead of the 2022 Christmas holiday. We conclude that motives and attitudes have changed somewhat over the period of study, albeit with personal safety and well-being remaining as constant concerns. Attitudes towards travel and being present inside stadiums have moderated, although in terms of the overall event experience we note differing attitudes across the sample population. For instance, Europeans appear more positively predisposed towards travelling and attendance than do East Asians. Our expectation is that motives and attitudes are likely to continue adjust and that differences between people will be evident depending upon where a fan lives and/or is travelling from.

REACTIVATION OF SPORT AFTER THE COVID-19 PANDEMIC: IMPACT ON THE NEW NORMAL IN THE SPORTS INDUSTRY

Oscar Hurtado¹, Cristian Martínez¹, Sorayda Martínez², and Carlos Florez²

¹universidad Distrital "Francisco José De Caldas", Columbia; ²universidad Distrital Francisco José De Caldas, Columbia

After the pandemic derived from the "Covid 19", which occurred during the years 2020 and 2021, many sectors of massive attendance were seriously affected,

given the circumstances and the high risk of contagion, this type of scenarios were radically restricted, which caused a decrease in income for administrators on the one hand and on the other hand the cessation of recreational and sporting activities for those who regularly attended these spaces. The measures taken at the international level also had a strong impact on the structure of sport. Since at the beginning of the pandemic, governments gradually reduced the entry of the public to sports venues, to the point of eliminating attendance at these venues, resulting in millions of dollars in losses for all sports federations and Olympic Committees around the world, mainly for broadcasting rights, advertising sales and ticket sales. Taking into account the increase in the number of people infected globally, the health authorities together with the International Olympic Committee reached the point of postponing the Tokyo 2020 Olympic Games (which finally took place from July 23 to August 8, 2021), and all major sporting events in all disciplines. For the Colombian Olympic Committee, these postponements caused that all high performance athletes, along with their respective federations, had to adapt training at home to continue with their progress, forcing the directives to make decisions in favor of maintaining the health of each of the athletes. Thinking about the reactivation, among some of the measures planned was to concentrate in a high performance center the athletes who had the possibility, keeping them under strict isolation and security controls to verify their health condition regularly, this in the case of athletes who practiced individual disciplines (Asociación del Deporte Español, 2020). As for teams or selections of team sports, they trained in the facilities of their clubs or in case they did not have one, in stadiums and spaces provided by the government, maintaining the necessary isolation and health checks; finally, for professional athletes who had to perform their training outdoors, it was proposed to grant them a certificate or license that would allow them to practice quietly following the due protocols.

HOW DID THEY DO IT? EXPLAINING SOARING WNBA VIEWERSHIP DURING THE COVID-19 PANDEMIC

Annemarie Farrell¹ and Heidi Grappendorf²

¹Ithaca College, United States of America; ²Western Carolina University, United States of America

The COVID-19 pandemic has been an unprecedented global crisis, as the contraction of business and social distancing policies brought sporting events to a sudden halt. When athletic events restarted in North America there was much speculation that pent up demand, combined with viewers spending more time at home, would lead to skyrocketing viewership of televised sporting events. However, television ratings tumbled to new lows. While the majority of sport leagues raced to understand tumbling viewership, one league outperformed expectations across numerous fan metrics. The Women's National Basketball Association (WNBA) saw rising digital engagement and booming viewership ratings at the time most sport fans seemed to be tuning out. As professional sports began to return to the airwaves, modifying their season schedule, reducing number of games, and returning to empty stadiums, many media analysts braced for shifting consumer habits. With few exceptions, North America professional sport struggled with historic lows in viewership, across leagues. The NBA Finals witnessed a 51% decrease in viewership, while other well-established sport properties all struggled to attract viewers leading to massive declines in ratings, including the U.S. Open Tennis -46%, Stanley Cup Finals -61%, U.S. Open Golf, -56%, Kentucky Derby -43%, World Series, -30%, and even the NFL -6% (Carp, 2020). The WNBA modified their season and with their new Collective Bargaining Agreement (CBA) deal, the 2020 season saw expanded broadcast slots, with 87 games being nationally televised (Negley, 2020). Overall, WNBA regular season average viewership surged, up 68% year-over-year, with the WNBA finals between Seattle and Las Vegas up 15% (Negley, 2020). While the pandemic clearly nega-

tively impacted some, it may have created opportunities that the WNBA was able to capitalize on (Goldman & Hedlund, 2020). This presentation will explore overall pandemic sport viewership trends in North America, including reasons for declining viewership. Moreover, the presentation will focus on the WNBA and factors that led to increasing viewership and fan engagement – specifically at a time the sport industry was most challenged to bring in viewers. Particular attention will be given to the roles that social justice activism and expanded media utilization may have played in attracting fan and viewer interest.

IMPACT OF COVID-19 PANDEMIC ON THE GLOBAL SPORT INDUSTRY

Jean Philippe Kono Amougou

Cameroon Freestyle Football Association, Cameroon

The Global sport industry is estimated at \$756 US billion dollars annually, with the Europe responsible for \$250 US billion dollars, the USA around \$420 US billion dollars, and China as one of the fastest growing industry making up most of the difference (Amir Samoggi, Sport Value, 2020). Because of the Covid-19, a global pandemic considered by the World Health Organization, sport as an important economic sector is being suffering strongly. To illustrate, for the first time in the history, majors sporting events like Olympic and Paralympic Games, and the UEFA Euro Championship, to be held across the European continent has been postponed from 2020 until 2021. The Boston Marathon has been cancelled for the first time in its 124 years of existence. The Wimbledon, the US Open, and the Roland Garros included being cancelled or postponed. Number of matches or tournaments played closed gates with brutal economic damages to players, teams, and national sport leagues, but also to an entire production chain that impacted in related sector as transport, sport retails, ticketing, media coverage, infrastructures, and tourism. This document focuses on the impact of the Covid-19 crisis on the global sport industry, has been compiled on the basics of resources

and publications from experts and practitioners in the field of the global sport industry. In addition to facilitating an exchange of information on the subject, it brings together observations of concerning policy makers and others influencing policies or strategies for the recovery and reconstruction of projects relating to global sport industry as the world of sport recovers from worst crisis in history, donor agencies and others civil societies organisations. This includes sport teams, leagues, national and international, sport federations.

‘SPORTAINMENT’: SPORT IN THE ERA OF THE SPECTACLE

Andre Richelieu

ESG UQAM, Canada

The purpose of this conceptual paper, which draws from the literature, is to analyze the dynamics that exists between the different stakeholders that are now part of the ‘sportainment’ industry. Indeed, sport, music, video gaming, social media, TV, streaming and other forms of entertainment are merging and competing for consumers’ time and money (Richelieu, 2021). In this new era, branded entertainment through sport can become a strategic lever to help organizations differentiate themselves from the competition and cajole individuals to consume their respective brands (Richelieu & Webb, 2021; van Loggerenberg et al., 2021). Borrowing from Schumpeter’s ‘creative destruction’ theory (1942, 1994) enables us to understand the reshaping of the sport industry boundaries into ‘sportainment’. Furthermore, innovation becomes paramount to an organization’s survival and growth in what is described as the society of the spectacle (Debord, 1967, 2020), the age of entertainment (Gabriel, 2012) and the era of desire and enjoyment (Derrida, 1967, 2020). In this regard, the Covid-19 has acted as a great accelerator for innovation, known as ‘tech-celeration’ (Standage, 2020). An illustration of the latter phenomenon is the implementation of Artificial Intelligence [AI] for delivering immersive added-

value brand experiences, for both remote spectators and in-stadium fans. This is in line with ‘gamification’ which incorporates gaming techniques and game-style rewards in order to increase customer engagement and loyalty (Hsu & Chen, 2018). We started by segmenting the clientele according to its connection with sport in the era of the spectacle, by considering three ‘sportainment’ layers (1. Sport [game on the field]; 2. Sport + Entertainment from traditional sport actors; 3. Sport + Entertainment from traditional & non-traditional stakeholders). This allowed us to position the stakeholders in accord with their relationship with ‘sportainment’, encompassing traditional and non-traditional stakeholders who gravitate around the industry, as underlined in previous studies (Richelieu & Webb, 2021). Moreover, sport managers should find a balance between: i) the product on the field; ii) branding strategies; and iii) the finances of the organization. It is this balance that shall allow sport organizations to maximize their financial performance (and by extension, the financial-based brand equity), in conjunction with an added-value brand experience for fans (the customer-based brand equity). This presentation underlined that ‘sportainment’ has been magnified by the society of the spectacle (Debord, 1967, 2020). ‘Sportainment’ has also been deepened by the notion of life as entertainment (Gabriel, 2012) and the era of desire and enjoyment (Derrida, 1967, 2020). The study has highlighted how sport organizations can keep the focus on the sport product, and preserve the integrity of the latter, while leveraging ‘sportainment’ to deliver an added-value brand experience to fans, by segmenting audiences according to their association with sport. Future research could delve deeper into the transformation of the sport industry. For instance, in the case of Qatar, how can ‘sportainment’ complement a place branding strategy and the development of a ‘soft power’? (Richelieu et al., 2021).

IMPACTS OF THE COVID-19 PANDEMIC ON THE FITNESS MARKET IN PERNAMBUCO (BRAZIL)

Cleiton Melo Ferreira¹, Vilde Gomes de Menezes¹, Mário Coelho Teixeira², André Dionísio Sesinando², and Marcos Nunes Costa¹

¹*Universidade Federal Rural de Pernambuco, Brazil;*

²*Universidade de Évora, Portugal*

Data from the IHRSA Global Report 2020 concerning the year 2019, point out that Brazil appears as the country in Latin America with the largest number of gyms and the second largest in the world, moving a market that accumulates more than \$2,168,412 billion dollars. Gyms are seen as a business that can be extremely profitable, thus, both owners and Physical Education professionals have invested in Management to optimize the operation and profitability of their business (Mello & Silva, 2013). According to Santana et al. (2012), more than 90% of managers have higher education in Physical Education or Administration and that the preference for the qualification of these managers is related to the quality of services, as well as on the characterization and purchasing behavior of customers, aiming strategic actions of management and customer loyalty, (Ferrand et al., 2010; Sacavém & Correia, 2009; Santana, 2012; Xie & Yang, 2013). Given this scenario, the main objective of the research is to analyse, from the perspective of gym managers and physical activity centres affiliated to CREF12/PE (Regional Council of Physical Education), what were the impacts caused by the pandemic of COVID-19 in these facilities. We directed the study to the current universe of 1,400 gyms and 321 studios (dance, Pilates, yoga, among others) registered in the referred Council. For the purposes of the research, we considered all as academies, totaling 1721 institutions. The research was conducted through a quantitative and descriptive study, through an online questionnaire, using the facility of this tool to reach a larger number of people, as well as overcoming the restrictions that the pandemic imposed in this period. The research sample consisted of 1256 gym managers/owners who responded the

questionnaire sent by e-mail registered with the agency, which corresponds to 73% of all gyms/physical activity centres officially registered in the region. The response collection period occurred October 2020 to February 2021. The results indicated that more than half of the institutions had almost 80% of their revenues compromised during the inactivity period, which corresponded to 2 to 4 months on average, since most of them had the monthly fees of their customers as their major source of income. This scenario also led to spending cuts and suspension of work contracts in 56% of the facilities. Another relevant fact was the investment in digital media, through online classes, dissemination of plans and promotions, since winning a new customer can cost up to five times more expensive than keeping the existing customer in the academy (Kotler & Keller, 2012). That is why we are seeing a growth related to digital marketing, especially in relation to social media (Lamberton & Stephen, 2016). The current reality imposes some challenges on managers, such as reviewing strategic planning, training in other complementary areas such as marketing to attract/retain customers, even in the most adverse times, as managers and gym owners need to balance revenues with operating costs and new investments.

COVID-19'S IMPACTS ON THE SPORTS SECTOR: CASE STUDY OF MOROCCAN SPORTS FEDERATIONS

Zineb Jibraili¹, Malek Jibraili², Sanae Biaz¹, and Asmaa Farah³

¹*University of Chouaib Doukkali, Morocco;*

²*University of Hassan II, Morocco;* ³*Beni Mellal*

Given the speed of transmission of the Covid-19 pandemic, the World Health Organization (WHO) immediately issued recommendations to reduce all gatherings that could amplify the spread of the virus. As the pandemic evolved, this sparked awareness at the international level and more particularly in the sports community, including federations, organizers of sporting events and the professionals themselves. The biggest

sporting events are found de facto postponed or even canceled, an unprecedented situation in the world of sport. In Morocco, the health crisis and periods of confinement had a very significant effect on the functioning of sports federations, marking an unprecedented stagnation in their organizational performance. In this article, we searched to explore the impact of the COVID-19 health crisis on the organizational performance of the sports sector in Morocco, particularly the sports federations. Through this question, we want to study the effects of this global crisis on the different organizational phases: HR adaptation (employees and volunteers) with the new working conditions and health measures, the obstacles encountered by athletes and licensees and the impact of competition stoppages on their sporting performance, overwhelmed financial difficulties as well as the recovery plans put in place by the establishments and the state. To do this, we have chosen to adopt a qualitative method that will allow us to better explore the Moroccan field and make optimal use of the results obtained. To reach this objective, we choose a semi-structured interviews using an interview guide with officials and experts working in sports federations in Morocco and the Olympic Committee (CNOM). The analysis of the interviewees' responses was done through manual content analysis.

THE SECURITY AND SAFETY FUTURE OF SPORTS AND ENTERTAINMENT BUSINESS: THE CASE OF FIFA WORLD CUP QATAR 2022

Ergun Yurdadon

Ilgdir University, Turkey

An unprecedented explosion of data in today's sports business world will drive the traditionally driven sports business environment to extinction. For the foreseeable future, billions of IoT devices, sensors, and endpoints will continue to multiply and spread across all industries including the sports and entertainment business. The modern era sports and entertainment business' most taunting concern is associated

with security. From the beginning of the new millennium, mega sports organizations have been spending billions of dollars to make sure that the event and the participants are safe. For instance, FIFA's Qatar 2022. What would be the major concern for Qatar? How would they keep thousands of people safe at a live event without spoiling their experience? It's a delicate balancing act that surely the Qatari organizing committee has started years before the event begins in 2022, and it will end well after the last fan goes home. Prior to the event, it is crucial for the FIFA and the Qatari organizing team to identify and stop troublemakers before they enter not only to the stadiums or event venues but also to the cities where the games will be taking place, alerting the security, organizing committee, volunteers and objects especially in the restricted areas. During the event by using and over-viewing the entire venue for instance, by 4K Ultra HD quality system combined with the ability to zoom in and examine the smallest details in a scene. After the event, the security staff and organizing patrons quickly and effectively search for and find high-definition videos for forensic purposes and valuable feedback for wisdom accumulation. The purpose of this presentation is to explore and provide some valuable information about the security and safety future of the sports and entertainment business, the case of FIFA's 2022 World Cup in Qatar.

WHAT IS THE SOLUTION FOR THE DEVELOPMENT OF IRANIAN SPORTS?

Mostafa Mohommadi Raouf¹, Abolfazl Farahani¹, David Ridpath², and Ali Mohammed Safania³

¹Payam Noor University, Iran; ²Ohio University, United States of America; ³Azad University Science and Research Branch, Iran

The development of the country's sport is the product of dynamic and complex relationships, and as a result, solving complex problems requires organized approaches that include a wide range of actors and stakeholders; The model of good governance has identified

and drawn the mechanism of communication and cooperation of the three important pillars of the country's sports development, namely government institutions, the private sector and civil society. Accordingly, the main purpose of this study is to design a model of optimal sports governance in the country. To achieve this goal and with the new attention to the subject of research and lack of information in this field, a qualitative approach Grounded Theory (GT) and in-depth interviews with elites in this field were used. In this regard, people related to the subject of research were identified in three areas of sports managers, experts in the field of sociology and policy and experts in the field of management and planning in sports. The interviews were conducted in a purposeful manner and in the manner of a snowball, and finally, after interviewing 25 people, the desired theoretical saturation was achieved. Finally, the data obtained from the interviews were analyzed through three stages of open, axial and selective coding. In the open coding stage, the results of the identified cues and by further analysis of the findings of the open coding, finally, 6 main categories were replaced in the axial coding paradigm. These categories included causal conditions, context, intervening conditions, central phenomenon, strategies and consequences. In the category of causal conditions, the concepts obtained from coding signs indicate the existence of 8 main categories: "developmental governance", "efficient administrative structure", "institutional knowledge-based", "rule of law", "ethics", "Improving the institution of sports", "Resilient economy" and "Institutional interaction". In this study, according to the theoretical sensitivity, researcher studies and the views of the interviewees and the conditions of the country, "significant rationality", "hope for the future" and "Nowescape" were selected as the causes of good governance in sports and central categories. In the contextual conditions section, 6 main categories of "security", "rationality", "comprehensive democracy", "efficient judicial system", "knowledge-based environment" and "participatory commitment" were identified. The four main categories of "social order", "globalization", "culture" and

"political-economic stability" were classified as intervention factors. In the strategies section, 6 general categories of "trust building", "institutionalism", "structural hegemony", "economic attractiveness", "institutional synergy" and "human-centered" were identified. In the end, the researcher concluded that by considering the causal conditions affecting the central category and also by providing a platform and strengthening or in some cases eliminating the interfering factors affecting the strategies and the correct implementation of the strategies, 8 consequences for exercise Country occur which include; "Stakeholder Satisfaction", "Non-Governmental Participation", "High Efficiency", "open Society", "Structural Cohesion" and "Sustainable Economy in Sports", "Environmental Awareness" and "Social Capital", which are entitled "Stakeholder Governance". On the "beneficiary" and "the formation of a standard life" were mentioned.

THE FUTURE OF SPORT IN ERA OF COVID-19 PANDEMIC: AN ANALYSIS WITH A SCENARIO-DRAWING APPROACH

Mostafa Mohammadi Raouf¹ and David Ridpath²

¹Payam Noor University, Iran; ²Ohio University, United States of America

The purpose of this study was to analyze the scenarios facing the Iranian sports industry in the Covid-19 pandemic and post Covid-19 pandemic period. In this regard, Schwartz method was used to design the scenarios. This method is based on identifying uncertainties. Semi-structured interviews with experts were used to collect data to identify key drivers. In this regard, the forces of the effectiveness of medical and health measures and the development of protective laws were extracted as two key uncertainties. Then, using them and creating a scenario matrix, and using the information and documents collected, four scenarios, namely, "revival of the sports industry", "helplessness of the sports industry", "bankruptcy of the sports industry" and "supportive gap and identity" New Finding" was compiled.

THE NEED FOR GLOBAL FRAMEWORK

Rui Alexander Jesus

CDS Sports Mayfair, Portugal

Organizing, regulating, governing, in Sports, are all goals that are achieved through power, organizational power, regulatory power, which once achieved, can be exercised in different ways: more authoritarian and isolated, like a presidential regime, or more open and shared, as a participatory democracy. Not to mention the internal normative and regulatory nuances, which will define the modus operandi of any entity, especially in the relationship of social bodies, directors and associates or members, inscribed in it; voluntarily, or not... and here is the sore point of Sport as a system. The need to join an institution, an entity, usually a Federation, in order to compete, qualify, compare, conquer. Whether in a Team model or in the form of individual participation. Hence, knowing how to conquer that power, how the entity that will regulate a sport is created, begins to be one of the most interesting subjects (assuming this qualification is a personal opinion) in recent years in sports law. The birth of new sports, combined with the growing desire for autonomy and independence of some existing ones, has provoked countless legal wars all over the world. Naturally, how to do business in this context, is something that must be known. It is, I believe, fascinating to look at this recent (although always present in recent decades, but in a smaller dimension) phenomenon, especially if we manage to have a brief vision “from a helicopter”, letting go of national specificities, to look at the challenge on a global scale. Furthermore, when there are several cases pending on the international legal scene with attempts to organize a sport worldwide, which represents a work of reconciling different sports cultures, different understandings of what is freedom of association and the empowerment of a governing body, in this case at the level of the sports universe. It was, in this context, that the challenge of creating this study arose, looking at different national realities with the purpose of illustrating an international framework, preferably intercontinental, seeking to address, very

briefly, examples from Africa, Europe, America, Asia. The chosen countries result solely from the professional accessibility of information concerning them. They could have been others, but we believe that, in each continent, they will serve as an illustration, as an exemplary case, for the brevity of this study. It will be better if we manage in the short term to develop a larger study, or if we encourage the reader to throw hands and mind of a more extensive comparative work.

THE EFFECTS OF THE COVID-19 PROCESS ON THE SPORTS INDUSTRY

Seçkin Renklibay

Turkish Swimming Federation, Turkey

I am one of those who think that the negative effects of the epidemic process on the sports sector, as in every sector, should be evaluated separately in each sport branch. However, there is a fact that we have seen changes with various topics in the sports industry, which started with the one-year postponement of the Tokyo Olympic Games, where dreams, one of the world's largest sports organizations, merged with sports. In terms of country federations, we can say that there have been changes from sports economy, from athlete contract dimensions to digitalization in sports.

IMPACT OF COVID-19 ON THE PERFORMANCE OF SPORTS ORGANIZATIONS IN MOROCCO

Abderrazak Akari

Royal Institute for training managers of youth and sport, Morocco

The Moroccan Government has decided to establish a state of health emergency to curb the proliferation of the coronavirus, COVID 19. To this effect, several measures, including the closure of establishments that can accommodate the public including sports (indoor and outdoor), as well as the cancellation of gatherings and the cessation of all sporting activities have been taken. Furthermore, organizational performance has

been a concern of researchers in the management of organizations. (Bartoli, 1997, 78). This concept was a corollary to the criteria of classical economic theory (economic efficiency, productivity or competitiveness), before taking into account other factors considered essential to achieve the performance of an organization. Bayle (2000) proposed six dimensions, grouping together the indicators for measuring the overall performance of sports organizations. The sudden arrival of the pandemic has also led to the collapse of the entire production chain of sports shows, starting from clubs with insufficient revenue to players and coaches that were forced to renegotiate their contracts downwards and finally television channels and sponsors. In Morocco, the effect of stopping sports competitions will be quickly felt, especially during March, April and May which constitute a rich period in sports activities. The cessation of sports activities revealed its fragility and its inability to endure such disturbances. Closed private rooms have found it difficult to recover their fixed charges. Likewise, this crisis has proved that sport can be classified among the informal sectors. It turned out that a large number of staff working with sports organizations do not even have social security coverage. Moreover, the lack of information regarding this pandemic has not enabled sports officials to prevent the extent of the damage.

We have opted for a descriptive, critical and analytical approach, based on:

- Documentary analysis (the content of the national and international press, official reports, etc.)
- Benchmark with a similar case in of sport international organizations
- Interviews carried out with officials of Moroccan sports organizations.
- Relaunching this sector will take a long time to return to normal. To this end, sports -organizations must imperatively:
- Review their strategic positioning.
- Comply with the regulations in force (labor law)
- Anticipate change, produce diversified services, imbued with the technological touch
- Adapt to the profound changes that this sector will experience soon.

ANALYSIS OF INTERNATIONAL COMPETITIVENESS OF TAIWANESE BASEBALL

Cheng-Nan Kang¹ and Hsin-Ru Chiang²

¹*Asian Association for Sport Management, Taiwan;*

²*National Taiwan University, Taiwan*

This research attempts to explore the international competitiveness of Taiwanese baseball. Porter's diamond model was used to analyze and develop the key determinants affecting the international competitiveness. Methods: This research first develops an analytic model incorporating five key determinants through literature review. Subsequently, this research conducts a series of comprehensive focus group interviews, workshops, and forums to construct this analytic model with key salient factors. Results: The diamond model of Taiwanese baseball is constructed, which incorporates five key determinants including "factor conditions," "demand conditions," "team strategy, structure, and rivalry," "related and supporting industries," and "government" with 17 key salient factors. Conclusions: This research suggests that the quality enhancement of players and coaches, the cultivation of baseball expertise, and the popularization of sports participation should be emphasized while planning baseball policies. Furthermore, professional baseball clubs ought to enrich the visitor experience with developing regional features and organizing international cooperation for the purpose of satisfying the expectations of customers. Lastly, governmental authority shall legislate tax preference and promote the career counseling services for athletes.

MANAGING SPORTS ORGANIZATIONS TO BE BETTER PREPARED FOR TAKING ON NEW RISKS AND ADJUSTING TO NEW NORMS

Gopinathan Kishore

Sports Authority of India, Lakshmbai National College of Physical Education, India

Today, globalization has become a reality. Advances in the field of information and technology and its implication have increased the ease and speed with which sports organizations can manage their global operations. Even few countries have shown ruined performances in the recently concluded Olympics due to negligence and the countries like developing and under developing countries should consume a strong policy of managing sports organization for further progress in the global context. The elite and pioneer sports organizations viz IOC, International Sports Federations, WADA, IOA SAI, National Sports Federations and many more having the wider aspirants of upholding the global standard in terms of performance and gratification should set a model for other organizations too. The aim of this paper is to find out these discrepancies and then suggest some effective solutions to manage effectively for the success of sporting organisations. Sports organisation seeking to emerge from the crisis in a stronger position must develop a systematic understanding of changing habits. Mostly, that will require a new process for detecting and assessing shifts before they become obvious to all. Firstly, mobilizing an organization to adapt its behaviour in order to thrive in new environments is critical. In order to make changes happen, authorities have to break a long-standing behavior pattern of their own: provide leadership in the form of solutions. Second, adaptive change is distressing for the people going through it. They need to take on new roles, new relationships, new values, new behaviour, and new approaches to work. The sports administrators must be able to identify the struggles over values and power, recognize patterns of work avoidance, and watch for the many other functional and dysfunctional reactions to change. Third, a administrator must attend to three fundamental tasks in order to help maintain a productive level of tension; who must create what can be called a holding environment, who is responsible for direction, protection, orientation, managing conflict, and shaping norms and who must have presence and poise; regulating distress is perhaps a leader's most difficult job. Many efforts to transform organizations

through mergers and acquisitions, restructuring, reengineering, and strategy work falter because sports administrators fail to grasp the requirements of adaptive work.

**A CASE OF JAPAN-SWEDEN YOUTH
BASEBALL FRIENDSHIP PROGRAM:
POTENTIAL RELATIONSHIP BETWEEN
GRASSROOTS SPORT PARTNERSHIP AND
INTERNAL ENGAGEMENT AT JTB
CORPORATION**

Vanessa Asell-Tsuruga and Shintaro Sato
Waseda University, Japan

International youth grassroots sport programs have the power to generate dreams on and off the field of play. Social benefits and positive change through sport can reach beyond participants to the society at large (Anderson-Butcher, 2019). Stakeholders who associate themselves with such sport programs have an opportunity to use the narrative to build trust amongst its workforce. Internal communication occurs between managers and employees (Mishra et al., 2014) and can generate employee engagement, especially when directed by public relations professionals. Storytelling is one of the components of the “strategic dialogue” that can touch employees emotionally and intellectually (Pounsford, 2007) and enhance an understanding of the company’s *raison d’être*. JTB Corporation, established in 1963, operates as a holding company in the travel business, with group companies expanding beyond this sector. The Group has a workforce of about 20,000 people. In March 2022, a new customer representing six families whose children were going to Sweden on an international baseball exchange, consulted JTB. With a total of nine travelers flying from Tokyo to Stockholm in the midst of a pandemic, the parents needed to centralize the planning and payment. The children play for the Dai-ichi Shimosa-kunobe Peppers youth baseball team in Kanagawa Prefecture, Japan. They had received a grant from

Siljan-Japan Stiftelsen, a foundation in Leksand, Sweden, to go play baseball with their local team Leksand Softboll and Baseballklubb. The enthusiasm amongst players and spectators when the sport was introduced to Japan by Americans in the late 1800s unrivaled all other team sports at the time (Roden, 1980). JTB Corporation saw an internal engagement opportunity in the story about the children's journey to inspire employees that both traveling and dreaming are possible. Hence, it is important to understand the impact on work pride resulting from this experimental type of content. The purpose of this study is to explore the potential relationship between a firm's partnership with a grassroots sport initiative and employee pride as a result of internal engagement initiatives. We will conduct semi-structured interviews with a number of stakeholders at JTB Corporation: 1) The consumer facing employees in the sales team who dealt with the trip; 2) public relations officials who planned and executed the internal engagement strategies, and 3) employees who received the newsletter. Following the approach outlined above, we will present a summary of the potential relationship between a firm's association with a grassroots sports initiative and employee pride as a result of internal engagement initiatives.

CURRENT STATE AND TREND OF CHINA'S ONLINE FITNESS INDUSTRY UNDER THE INFLUENCE OF COVID-19 EPIDEMIC: BASED ON THE ANALYSE OF LIU GENGHONG'S TIKTOK FITNESS LIVE

Minzhu Pan¹ and Yarong Wang²

¹Shangrao Normal University, China; ²Inner Mongolia Normal University, China.

With the outbreak of covid-19 pandemic, China's General Administration of Sports published a circular on fervently promoting scientific fitness practices at home, aggressively encouraging people to exercise at home, and emphasizing the value of using various media to do so in early 2020. Therefore, the concept of online fitness rises in response to the proper time and

conditions. Statistics show that between 2017 and 2022, the size of the Chinese online fitness market has increased from RMB 155.6 billion to RMB441.9 billion. Online fitness has expanded quickly and is already gradually eclipsing the offline fitness marketplace, primarily due to reasons like the pandemic lockdown policy, the general public's awareness of fitness has increased and the development of complementing workout gear. The study indicates that online live users are predominantly young middle-income female. Among the online live fitness demographic, 38% of users participate in online fitness due to their body anxiety psychology, and 36% of users claim that engaging in a workout following the fitness coach's live is more motivating. In order to explore the current state of the online fitness marketplace in China, this study employs a case-study methodology to analyze the fitness coach Liu Genghong's live on the Tiktok app. According to the analysis of the current state, relevant suggestions are made for the development of the online fitness industry.

THE COVID-19 PANDEMIC AND LEISURE PROVIDERS – CHALLENGES, OPPORTUNITIES AND ADAPTION STRATEGIES FOR SKI AREA OPERATORS IN AUSTRIA

Robert Steiger¹, Lukas Graiff, Lukas Peters³, and Martin Schnitzer²

University of Innsbruck, Austria

The COVID-19 crisis and the related nationwide lockdowns reduced the available types of physical activity (PA). Besides closed indoor sports facilities, outdoor sports were also partly not possible because of curfews and/or closure of outdoor sports facilities. However, in Austria, the operation of alpine ski areas was permitted even during the full lockdown during the winter season 2020/21, albeit strict hygienic requirements and capacity restrictions. This posed challenges for ski area operators. Some, that are heavily dependent on

foreign multi-day guests, faced severe demand declines due to closed accommodation and closed borders; and others were challenged by demand pressure from nearby population centers. The first epidemic wave (February-May 2020) was embossed by multiple international clusters originating from infected travelers hosted in ski areas (Gianfredi et al., 2021; Mayer et al., 2021). Therefore, and with the intention to reduce the spread of the virus, several European governments decided to close ski areas, while in Austria, with the implementation of substantial restrictions, skiing resorts were allowed to open throughout the winter season 2020/21 (Gianfredi et al., 2021). Although, while ski areas with a high share of foreign visitors were confronted with unprecedented demand declines, ski areas in the vicinity of population centers experienced high demand pressure due to a reduced offer of physical activities (Steiger et al., 2021). Entrepreneurship in sport is made up of three components (Ratten & Dickson, 2021) innovation, marking the need for change; making use of opportunities; and risk activity that entail the potential to obtain better results. We want to investigate how cable car companies in Austria managed the pandemic, if and how they changed their operations and strategies and how they perceive the future. Therefore, we used a mixed-methods approach with a quantitative survey (n=65) and follow-

up qualitative interviews with CEOs (n=20) of Austrian ski areas. For 75% of respondents the reason for keeping the ski areas open, despite the fact that 95% had revenue declines of 80% at average, was to provide an offer for PA for the local population. The majority of respondents (65%) also stated that measures concerning ticketing and optimizing waiting times represent an improvement for customers that will likely be continued in the future, which was also further confirmed in the interviews: Interviewees stated that customers want to avoid masses, showed a stronger awareness of nature and searched for deceleration. In the context of Austrian cable car companies, the pandemic has shown to be a driving force for innovation. The change process within the industry is in full swing. Beside technical investments and development, investments in employees will become more important. The improvement of the communication between employees, guests and locals is an ongoing big factor. From the results it can be concluded that visitor management needs to be further optimized and that the topics sustainability and nature awareness need to be strengthened. The industry must contend with climate change. Sustainability already is and will be the big catchphrase for the future.

TRAINING: A DETERMINANT OF THE SUCCESS OF THE POST-SPORT CAREER OF MOROCCAN FOOTBALLERS

Amina Azmi and Abderrahim Rharib

ENCG-C Hassan II University, Morocco

High-level athletes generally have two professional careers. A first career known as athletic, short, intense, sometimes media covered and rewarding, but which ends at an age when others see their career develop. The second career, after a sports career, is less intense and often less rewarding, which requires good preparation to succeed (Aquilina, 2013). Several researchers have argued that the preparation of this second career requires, among other things, the continuation of studies and training during and after the sports career (Aquilina, 2013; Bouchetal et al. 2006; Javerlhac, 2010). It is within this framework that this article aims to study the importance of training in the preparation of the professional reconversion of Moroccan footballers in order to succeed their athletic post-career. We conducted a survey of 160 Moroccan footballers in order to detect on one hand the interest given to the continuation of studies and training before, during and after the sports career by the players, sports authorities and clubs and to study, on the other hand, the relationship between the pursuit of studies and training of these footballers and the success of their after-sports career. To analyse the information collected through a face-to-face questionnaire and to test the relationships between the variables, we used univariate and cross-sectional methods as well as the structural equations method. The results of these analysis show that studies and training are a determinant of the success of Moroccan footballers after their sports careers. Nevertheless, this aspect of post-career preparation for sport remains marginalized by stakeholders, hence the need for a training system to be put in place.

‘BEING THERE’ AFTER THE PANDEMIC: A METHODOLOGICAL FRAMEWORK FOR EXPLORING SUSTAINABILITY AND HUMAN RIGHTS IN RELATION TO MEGA-SPORT EVENTS

Hans Erik Næss

Kristiania University College, Norway

Sustainability and human rights have, in separate ways, become essential to mega-sport events (MSEs). Therefore, they have been placed on top of the agenda of sport governing bodies and event organisers alike. However, compared with separate investigations of them, the interconnection of these areas is far less explored by researchers. A point of departure is ‘the SDG - Human Rights Data Explorer’ tool developed by the Danish Institute for Human Rights (DIHR), which identify the benefits of addressing the UN 2030 Sustainable Development Goals (SDGs) and human rights simultaneously. However, this tool has not been used to examine the life-cycle of MSEs. This presentation, therefore, elaborates on the methodological opportunities of exploring DIHR’s interconnection qualitatively in relation to MSEs. Based on earlier conceptualisations (Næss, 2020), continued relevance due to its marginalized place in both human rights studies (Andreassen et al., 2017) and in the study of MSEs (Koch, 2018), the presentation discuss ways to identify sites, organisations and relations where one can observe the use of human rights language, practices of activism and network creation among advocates working on different issues. While DIHR furthermore has identified twelve rights-holder groups which would benefit from a closer integration of SDGs and human rights, this presentation focuses on just one group - children - due to their lack of representation in relation to MSEs (Aina et al., 2021). By focusing on children’s rights in relation to MSEs and exemplifying this matter with the upcoming 2026 FIFA™ World Cup, this

approach allows us to observe the actors and situations where human rights are an issue, rather than merely deducing ‘the contours of the human rights network from a set of prefigured theoretical assumptions’ (Goodale, 2009, p. 104). As a result, this presentation introduces the methodological potential of integrating human rights and sustainability in sport events, both academically and practically.

GOLF TOURNAMENT SUSTAINABILITY: A CASE STUDY OF THE 2021 COMMERCIAL BANK QATAR MASTERS

Mohammad Al Kayal and Kamilla Swart
Hamad Bin Khalifa University, Qatar

Golf tournaments are seeking to minimize their environmental footprint and become more sustainable. Thus, this research study evaluates the sustainability practices implemented during the 2021 Commercial Bank of Qatar (CBQ) Masters, which was held at the Education City Golf Club (ECGC). The main problem is the lack of integrated sustainability practices during the tournament. This study aims to increase our understanding of current sustainable practices employed during the 2021 event by the stakeholders, according to the Golf Environment Organization (GEO) Foundation tournament sustainability criteria. Furthermore, it will provide baseline data and offer recommendations to improve efficiencies going forward. Freeman (1984) defines stakeholders as any group or individual who can affect or is affected by the achievement of the organization's objectives” (p. 46). Stakeholder theory dictates that for any business to be successful, it must create value for its stakeholders (Freeman & Dmytryev, 2017). Therefore, the stakeholders’ interests must align together in the same focus (Freeman et al., 2010). Companies should be purpose-driven (i.e., purpose should reside within the moral domain) as well. Stakeholder theory, with its accentuation on relationships and mutually advantageous engagement process, provides excellent theoretical groundwork for examining value exchanges in reciprocal relationships

(Freudenreich et al., 2019). Keogh et al. (2014) underscores that golf course managers who have a personal commitment to the environment witnessed a more substantial commitment to environmental programs. As such, the main stakeholders were identified by the ECGC General Manager, who is driving this initiative. Initiatives like these are essential since a recognized environmental program is required for hosting major sports events (Minoli, 2018). By obtaining GEO, tournament certification will legitimize the CBQ organizers’ efforts through a strategic alliance with the GEO Foundation (McCullough et al., 2016). Thus, stakeholder theory is used to understand the relationships amongst the various stakeholders related to the tournament and the GEO voluntary environmental standards criteria for golf tournaments to measure the level of sustainability of the tournament. To acquire rich and in-depth data, the study utilized the qualitative research design, conducting semi-structured interviews with the main stakeholders related to organizing the event. Interviews were conducted during March and April 2021 with a wide range of stakeholders, including organizers, Qatar Golf Association (QGA), the host course (ECGC), sponsors including CBQ and Qatar Duty-Free, and suppliers. Suppliers included infrastructure build, power, and catering suppliers. Eight interviews were conducted. The interviews focused on the extent to which the stakeholders implemented GEO environmental standards criteria. All ethical considerations were taken into account. The interviews were transcribed, and data were analyzed by thematic analysis and then compared with the GEO tournament criteria. CBQ Masters met 8 out of 54 standards according to the GEO Criteria, which shows that stakeholders’ interests do not align together with common sustainable goals. This finding was not surprising as sustainability efforts by the various stakeholders were not implemented in an integrated manner. The 2021 event was used to establish a baseline to enhance sustainability practices for the next edition. Consequently, recommendations have been made to enhance the relationship among the stakeholders and to ensure better sustainable practices. A future study of the 2022

CBQ is recommended to monitor any improvements concerning sustainability practices.

THE CHINESE WINTER SPORT AMBITIONS BEYOND BEIJING 2022 WINTER OLYMPICS - WILL IT BE A SUSTAINABLE INDUSTRY, SPORT TOURISM AND PUBLIC HEALTH SUCCESS STORY? (LIGHTNING TALK PRESENTATION IN ENGLISH)

Hermann Winkler

Snowhow China, Italy

The 2022 Beijing Olympic Winter Games mark an important milestone of the development of China's winter sports industry and underline the country's efforts and ambition in becoming a leading winter sport market. While the organization of this mega event is instrumental for the party and the government to increase public health, convenient and state-of-the-art education formats are pivotal to establish a lifestyle trend and to grow a new sport in the long run. Using the example of the Snow51 urban carpet-ski school, the authors will discuss how enthusiasm - created by mega events - and practical education offers may build a solid base in supporting China's raise to become the global leader in alpine skiing. Sustainable development has been discussed since the 1992 UN Summit on Sustainable development in Rio de Janeiro. Sustainable sports tourism and public health have recently reemerged as important topics for tourism and leisure stakeholders given the evidence of the impact of climate change (Gössling et al., 2008). The professional practice oral presentation will endeavor to answer the following research questions:

- What is China's major motivation to host the 2022 Beijing Winter Olympics?
- What impact will the Games have on popular sports and the general population?
- What roles play influencer, decision maker and social media in creating new sport trends and lifestyles?
- How can practical education formats support the establishment and raise of a newly introduced sport?

- What are the perspectives for domestic sports tourism and leisure management?

- Will there be an impact on Chinese outbound and inbound snow sports tourism?

Hermann Winkler is actively engaged in developing alpine ski education formats for the Chinese market and has conducted more than 50+ expert interviews with industry leaders to filter out the main drivers of China's winter sport trend. The author will discuss how the combination of long-term governmental planning and reliable framework setting will create favorable conditions for private investors allowing to leverage mega events like the Olympic Winter Games. The created enthusiasm and motivation among the general population fuels the evolvement of new lifestyle trends and thus ignite innovative and practical education formats allowing a beginner's market to become a leading global player in an extremely short period of time. In that regards fan and consumer engagement - lead by influencer, decision maker and social media - is equally or even more important than the medal wins of the national team at the Games. Hosting the 2022 Beijing Olympic Winter Games and developing the winter sports infrastructure in the host region but also in other parts of the country is highly important for China in motivating the population to be more active and to start practicing winter sports like alpine skiing.

FOOTBALL ACADEMIES IN AFRICA: FOOTBALL DEVELOPMENT OF UNDERDEVELOPMENT?

Gerard Akindes

Independent, Qatar

The 2018 FIFA World Cup is considered by many football analysts, journalists and African football fans an African football failure (Mumbere, 2018). In fact, none of the five countries representing the African continent reached the second round of the competition. It was the first time since 1982 Africa had no team reaching the second round of the competition. The low performance of African football at the 2018

FIFA World Cup was undeniable. However, with African countries consistently reaching the second round of the FIFA World Cup and the two quarter finals in 1990 and 2010, African football progress is acknowledged. African players in various top leagues and clubs also illustrate the progress which contributed to the respect gained by African since the 80s. The progress occurred in parallel with the establishment of football academies across the continent. The emergence for football academies in the 1990s (Darby et al., 2007) is one of the main contributors to the improvement of African football's global performance. In fact, football academies are the most organized and structured football institutions in many African countries. These academies are increasingly the main suppliers of young players to European football clubs. Beyond the acquired respect and the contribution of African football players to European clubs and leagues, many questions subsite when evaluating African football. Many local leagues and clubs are in fact struggling to attract fans to their local games. The dominance of continental clubs' competitions by North African football clubs also illustrate the challenge facing the majority of African clubs to remain competitive. Despite the success of football academies and their alumnus in Europe, African football has not won any major global tournament and has a limited football development locally. This paper is a discussion about the benefit of football academies and their limitations on football development in Africa. The first section of the paper provides an overview of African football development and performance since the 80s. The following part presents and discuss football academies, their various models and their role in African football. The last segment of the paper analyzes the limitations of football academies in effectively contributing to a sustainable football development in African countries.

ASPIRE ACADEMY, A NATIONAL SPORT DEVELOPMENT WITH A GLOBAL OUTREACH

Wadih Ishac¹, Gerard Akindes², and Senaid Al-Marri¹

¹Qatar university, Qatar; ²North-western University, Qatar

The foundation of Aspire in Qatar with a major national role in sports development and facility management (Sulayem et al., 2013), was created mainly to develop sports champions, and managing and maintaining high-level sporting events and infrastructures in sport. Next to its national role, Aspire engaged in two international ventures. It established a football Academy in Senegal with an African-wide recruiting approach. In Belgium, Aspire became an important stakeholder in K.A.S. EUPEN, an elite football club then in second division. In a globalized football world with elite athletes' high mobility and foreign direct investment in football clubs, the common practice applies to football clubs to establish international academies or satellite clubs. By contrast, Aspire academy engaged in international ventures in Africa and Europe without an elite football club. This work tries to ascertain the reasons behind these investments by analyzing the work that each sub-entity is doing (Aspire academy in Qatar, Aspire Academy in Senegal, and the football team K.A.S. EUPEN in Belgium). Furthermore, we try to understand whether Aspire Academy's international ventures are football-development opportunities, which provide athletes access to the European football clubs, or whether the investment represents a business diversification model to generate revenues. To do so, the case study addresses three dimensions: economics, identity, and nation branding. A qualitative methodology through thematic analysis was done in the press, which generated themes. For better insight, a followed semi-structured interviews was employed with professionals working in these entities was then implemented. This paper first addresses the global and local dynamics of the Aspire Academy, particularly the different divisions that the academy

covers in preparing elite athletes. The second section discusses the rationale of the Aspire Academy project in Africa, and its implication for the main entity in Qatar. The third section is devoted to understanding the motives behind the investment in K.A.S EUPEN. The concluding section of the paper discusses and evaluates how Aspire Academy's investment at the international level was welcomed in Europe and Africa. In addition, results show tangible and intangible benefits to the Academy and to the development of sport on the national level, as well as to its partners in Africa and Belgium. Such assessment will be in tandem with evaluating the social and developmental dimensions of such investment.

UNPACKING THE ANTECEDENTS OF EMPLOYEE ENGAGEMENT IN SPORT FOR DEVELOPMENT

Per Svensson¹, Shinhee Jeong¹, and Brad Shuck²

¹Louisiana State University, United States;

²University of Louisville, United States

The extent to which Sport for Development (SFD) organizations enact and sustain social change depends on how they are structured and managed (Schulenkorf, 2017). Prior research has indicated that these organizations depend more heavily on their paid staff members compared to other types of nonprofit sport organizations. Yet, retention of staff remains a significant capacity challenge for many SFD agencies as staff are expected to balance many different roles and responsibilities (Raw et al., 2020; Thorpe & Chawansky, 2018). The concept of employee engagement is positioned as a viable framework for enhancing the existing body of knowledge with recent studies linking employee engagement to several important outcomes in the SFD workforce (Svensson et al., 2021). Yet how employee engagement is developed has received less attention. Therefore, the purpose of this study was to examine the antecedents of employee engagement. Kahn (1990) suggested employee engagement depends on a person's psychological availability, safety,

and meaningfulness. But how are those preconditions influenced by other important factors in the lives of employees? In this study, we examined the impact of work-life balance, psychological wellbeing, and creative self-efficacy on Kahn's (1990) proposed preconditions of engagement. An electronic survey was sent to an international sample of SFD practitioners. The cooperation rate, response rate, and the final sample size (n=160) in this study met or exceeded the norm in prior SFD survey studies (Svensson et al., 2018; Svensson et al., 2019; Welty Peachey et al., 2018). Psychological availability, safety, and meaningfulness were measured through the scales developed by May et al. (2004). Creative self-efficacy was measured using the Tierney and Farmer's (2002) 3-item scale. Work-Life Balance was measured through a 5-item scale (Hill et al., 2001). The SOS-10 scale was used to measure psychological wellbeing and employee engagement was measured through Shuck et al.'s (2016) 12-item scale. Data were analyzed through a mediation model using structural equation modeling. Creative self-efficacy ($\beta=.206$, $p<.01$), work-life balance ($\beta=-.069$, $p<.05$), and psychological wellbeing ($\beta=.244$, $p<.01$) were all significantly associated with psychological availability. Only creative self-efficacy ($\beta=.112$, $p<.05$) and psychological well-being ($\beta=.176$, $p<.01$) were significant predictors of psychological meaningfulness. Additionally, psychological well-being ($\beta=.327$, $p<.01$) was the only significant driver of psychological safety among SFD employees. Subsequently, we tested the relationships between the three preconditions and employee engagement: psychological meaningfulness ($\beta=.304$, $p<.01$), psychological availability ($\beta=.277$, $p>.05$), and psychological safety ($\beta=.007$, $p>.05$). Thus, only psychological meaningfulness emerged as a significant individual predictor of employee engagement. There were no significant indirect effects. These results have important implications for the growing theorization of employee engagement in sport, and more specifically within the SFD context. Additionally, from a practical standpoint, the implications of this study include the identification of how different individual factors influence employee engagement levels among SFD staff. Specifically,

leaders should consider strategies to support mental well-being among employees and intentional efforts to build creative self-efficacy to increase engagement levels among employees.

SUSTAINING MULTI-ORGANIZATIONAL COLLABORATIVES IN SPORT FOR DEVELOPMENT: INSIGHTS FROM A LONGITUDINAL STUDY

Per Svensson

Louisiana State University, United States of America

Prior scholarship on collaboration in sport management has primarily been limited to inter-organizational partnerships between two actors (Babiak et al., 2018), including among organizations seeking to intentionally leverage sport for social change (Hayhurst & Frisby, 2010). Yet, several recent policy documents have recognized the complex nature of the social issues sport for development (SFD) organizations seek to address requires collective solutions since those challenges transcend the boundaries of what any single organization can accomplish on their own (Svensson & Loat, 2019). As a result, multi-organizational collaboratives are now increasingly common in the global SFD field. Examples range from Skateistan's Goodpush Alliance to the Sport for Development Coalition in the United Kingdom to many more specific regional and local initiatives around the world. The broader research on nonprofit collaboratives is clear, however, that multi-organizational collaborations are difficult to manage and sustain over time (Bevc et al., 2015; Nowell & Foster-Fishman, 2011; Parker et al., 2012). Despite the potential value of leveraging diverse expertise to promote collective impact, social change-focused collaboratives often fail due to the unique leadership, management, and structural challenges created by diverse actors attempting to work and evolve together (Cooper, 2014; De Gibaja, 2001; Droppa & Guinta, 2015; Millet, 2020; Nowell, 2009). In SFD, Mattila (2020) noted a broad variety of chal-

lenges for SFD organizations through his own involvement in a collaborative of surf therapy agencies working toward shared goals. In addition to the inherent difficulties of successfully operating a nonprofit collaborative, prior research in sport management suggests the capacity to build and maintain external partnerships also remains a critical challenge for many SFD agencies (Svensson et al., 2018). In this study, I draw on six years of observational data within a multi-organizational initiative in North America to unpack the managerial experiences and challenges associated with SFD collaboratives. The collaborative was initiated by Laureus USA, a national funding agency in the sport for good space in the United States, with the aim to catalyze citywide collaboration for capacity-building and collective impact. The findings from this longitudinal study indicate several critical factors and highlight how different managerial responses resulted in both new opportunities and unexpected consequences. For example, frequent turnover among different stakeholder groups within the collaborative has introduced new perspectives, but has also remained a significant challenge for continued progress by creating several unexpected issues for the multi-organizational initiative. Additionally, the lack of sufficient processes for connecting new members with the experiences and institutional knowledge of more tenured members has limited learning opportunities for the collaborative. At the same time, the structure(s) of the collaborative continued to evolve and at times created unintended power imbalances among some of the stakeholders involved. These challenges have resulted in some of the founding members within the multi-organizational collaborative deciding to end their organization's involvement while others have changed their roles and levels of involvement. Drawing on these observations, more specific recommendations will be discussed along with the theoretical and practical implications for how SFD collaboratives can be managed and sustained over time.

A COMPOSITE INDICATOR APPROACH TO ASSESS THE SUSTAINABILITY OF SPORTS

Fabio Cerroni

Sapienza University of Rome, Italy

Since the 90s of the twentieth century, sustainability in sport has found a growing interest, and today there is an increasing call for sport to consider issues related to sustainable development (Ennis, 2020; McCullough & Kellison, 2016). Furthermore, the relevance of sustainability in sport has overwhelmingly emerged with the spread of the pandemics of Sars-Cov-2 that determined a halt or a series of stop-starts to sport participation and events were cancelled, postponed, and shortened (Skinner & Smith, 2021). Recently, the contribution of sport to sustainable development has been globally recognized in the United Nations (UN) 2030 Agenda for Sustainable Development (UN, 2015). Notwithstanding, none of the goals or targets of the UN Agenda refers directly to sport, then could be foreseen a high risk that SDG-oriented policy interventions, in and through sport, will be neglected, ineffective, and underappreciated (UNESCO, 2017). Numerous documents have been developed, both by the UN and by non-governmental organizations (e.g., the Commonwealth), to address the role of sport in achieving the SDGs (Lindsey & Chapman, 2017; UN, 2018), such as the UNESCO Kazan Action Plan, and the Global Action Plan on Physical Activity 2018–2030 (Masdeu Yelamos et al., 2019; WHO, 2019). Reviewing these documents emerges a shared concern about the need to monitor and evaluate the sport's contribution to the achievement of sustainable development (Dai & Menhas, 2020; Unesco, 2017). Today, the existing literature on sports sustainability has spread and covers several aspects (Anagnostopoulos et al., 2014; McCullough & Kellison, 2016; Triantafyllidis & Darwin, 2020), but only a small number of studies have been concerned with measuring efforts and impacts of sports on sustainability, and most of the contributions specifically concern sporting events (Collins & Flynn, 2008; McCullough et al., 2020). Based on the Global

Indicator Framework of the SDGs, and through a literature review on the sustainability of the sport, and on sport environmental, social and economic impacts, our study aims to measure the contribution of sport to the achievement of the Sustainable Development Goals. So, we have developed a conceptual framework for the construction of a composite indicator (European Commission, 2008) through a multi-phase mixed-method approach divided into five phases: definition of the phenomenon, selection of indicators, normalization, aggregation, and validation (Mazziotta & Pareto, 2017). This study is still in progress. As a result of the first two phases, a wide set of basic indicators have been identified and, afterwards, validated by experts in the field of sport. To conclude, the sport's sustainability indicator-based framework here proposed, could support the limited national datasets on sport and sustainable development, guiding the collection and analysis of data. Moreover, it could provide support for public authorities to assess the contribution of sports to sustainable development and use it as a proactive evidence-based approach for allocating public funds. Finally, we believe that the evidence generated by this indicator framework will motivate less sustainable sports to strive for greater economic, social, and environmental sustainability.

SUSTAINABLE DEVELOPMENT CHALLENGES AND AWARENESS IN THE QATARI SOCIETY, THE WORLD CUP AS A VECTOR

Melike Yildiz

Arab Center for Research and Policy Studies, Qatar

The hosting of the World Cup in 2022 for Qatar is a consecration in harmony with a national strategic vision, the Qatar National Vision 2030. Where the country has been criticized for not having the necessary infrastructural and climatic conditions for the event to take place, having neither a visible football heritage in its cities and neighborhoods, nor the most adequate climatic conditions, Qatar has decided to make a

promise that is as ambitious as it is risky: a World Cup that is entirely carbon neutral, a theoretical feat in terms of sustainable development policy. Meanwhile, the ecological behavior of the Qatari people includes a distinctive temporality and characteristics. The relationship of trust and continuum between the political sphere and the private sphere is essential to dispel the risk of an only state driven sustainable development strategy that remains at the stage of discourse and public policy disconnected from the field. Yet, one cannot help but wonder what place the Qatari population finally occupies in the cartography of actors involved in climate awareness, the citizens being apparently left out of the strategy's elaboration. For citizens of Western countries, the 1960s can be described as a period of "awakening," the 1970s as a period of "awareness and action," the 1980s as a period of "responsibility," and the 1990s as a period of "market power". In the discussion of the cultural dimension of sustainable development, we often hear that Qataris are still very far from being concerned with "everyday actions". The use of public transport, consumption habits, everything suggests that the Qatari people are still in the "age of carelessness" as it has been known and experienced by Western countries. This long process of awareness allows ideas to infuse and take place within the population, taking on the role of a counter-power or public policy initiator in terms of sustainable development. If the Qatari people are faced with the fait accompli of the ecological crisis and the imperative need to change their model, the collective consciousness does not bear the mark of a palpable tension and an urgent posture despite an objectively alarming situation of ecological crisis and a context of an upcoming end of fossil fuels. However, a major event has the potential to shape a whole country by leaving a mark on a period and a generation, although it is too early to apprehend, we can already assume that the World Cup can and must play the role of a vector to durably and homogeneously imprint an ecological awareness deeply rooted in the characteristics and needs of the country. This paper allows us to study, through a qualitative and quantitative approach, the idea of an awareness among the nationals in the light of an event that,

already, has the potential to change in many ways the thoughts and behaviors of a people.

THE DEVELOPMENT OF A CONCEPTUAL MODEL OF CORPORATE SOCIAL RESPONSIBILITY OF CHINESE SUPER LEAGUE CLUBS

Bingjie Wang and Do Young Pyun

Loughborough University, Kingdom

Since the publication of Social Responsibilities of the Businessman by Bowen (1953) which marks the modern era of corporate social responsibility (CSR), it has received increasing attention among practitioners and academics. CSR programmes have become increasingly popular for professional sport, highlighting the ability for sport clubs to contribute to the society beyond provision of their main sport related services (Babiak et al., 2016). There has been a wide range of CSR concepts in the sport contexts, explored with both unidimensional (e.g., Kim & Manoli, 2020) and multidimensional approaches (e.g., Mamo et al., 2021). Particularly, in the football industries, the existing CSR perception model have been mostly designed for the western context (Fifka & Jaeger, 2020). In China, while the professionalisation of football has been on-going for the past three decades, the concept of CSR is relatively new, and there is minimal knowledge about perceptions of CSR by Chinese consumers (Liu et al., 2021). As China has distinct socio-economic, financial, political, and cultural systems that have shaped own development of CSR (Kolk & Tsang, 2017; Parsa et al., 2021), it is worth conducting relevant research to better understand and measure consumers perception of CSR for professional football. Therefore, this research attempts to conceptualise the domain of CSR for Chinese Super League clubs by identifying the key dimensions of consumer-based CSR perceptions. This study uses the sustainable development (SD) paradigm as a conceptual framework for CSR, which is represented by three dimensions:

environmental, economic and social (World Commission on Environment and Development, 1987). It is a particularly suitable framework for studying CSR, however, it has been largely neglected by the academic community (Alvarado-Herrera et al., 2017; Chow & Chen, 2012). The concept of SD is a hypernorm that not only offers universal principles but also demands attention at organisational level, to convert traditional baseline of economic profitability into the “triple bottom line” (Elkington, 1998, p. 37). Also, the SD paradigm develops CSR activities and strategies more tangible and easier to access for consumers (Alvarado-Herrera et al., 2017; Öberseder et al., 2014) as CSR reflects higher expectations of the public citizens, consumers and investors that concern the economic growth, social cohesion and environmental protection (Du et al., 2011; Eberhard-Harribey, 2006). Considering the particular condition of China and speciality of the professional football context (Liu et al., 2021), this study also includes ‘culture’ as the fourth dimension, in addition to the SD approaches. This is in line with Van Marrewijk and Werre (2003), who proposed the cultural potential for CSR. Given the theoretical underpinning, CSR in this study is defined as a football clubs’ decisions and practices taken for reasons to maximise its long-term economic, social, environmental and cultural well-being. This definition grants the operationalisation of consumers’ CSR perception of company’s practices and policies related to economic, societal, environmental and cultural dimensions, and it matches identification of CSR dimensions with SD paradigm model and its sustainable-centred rationality converts to operative and management objectives. In this research, four dimensions for CSR perception of Chinese Super League clubs are conceptualised: economic, social, environmental, and cultural responsibilities. As professional sport club is considered to have the attribute of enterprise, the first dimension is economic responsibility, which is supported by previous studies (Carroll, 1979; Xia et al., 2018). The economic growth is not only the primary dimensions of sustainable development, as it should focus on the balance between environmental, social

and economic issues (Elkington, 1998; World Commission on Environment and Development, 1987). Therefore, the second and third dimension are social and environmental responsibilities, respectively. As football in China is mobilized as operationalised of culture power (Sullivan et al., 2019) and it is contrast with the western ideological with cultural policies and geopolitics, cultural responsibility is included as the fourth dimension for the CSR perception model. One of the main contributions of this research is to develop a conceptual model for CSR perceptions of Chinese Super League clubs in the Chinese context with four dimensions: economic, social, environmental and cultural responsibilities. This research adds value to the area that is currently under-researched in respect of CSR in Chinese professional football, as well as providing a significant reference for other professional sport industries.

THE IMPACT OF THE FIFA WORLD CUP 2022 FOR SMES IN QATAR

Wohaib Khalid and Kamilla Swart Arries

HBKU, Qatar

It was a surprising moment for the world when Qatar won the bid for FIFA World Cup 2022 in 2010. The FIFA World Cup never happened in the Middle East and everyone doubted the country’s ability to host such a mega-event. According to Qatar’s 2030 vision, the Government is making efforts to diversify Qatar’s petroleum-based economy to infrastructure and real estate economy. The Government is also investing heavily in sport. The FIFA World Cup 2022 has laid a strong foundation for achieving the national vision and has brought many reforms to the state. Hosting a mega-event has the potential to bring many opportunities to a country including the business sector. However, there is limited research on the impact and legacy of a mega-event on Small and Medium Enterprises (SMEs). The FIFA World Cup 2022 has brought many opportunities to Qatar, but there is limited if any evidence of growth in the sport-related SME’s business

sector. Research Questions:

- How has the FIFA World Cup 2022 affected sport-related SMEs in Qatar from 2010 to date?
- How has the FIFA World Cup 2022 influenced the growth and development of sport-related SMEs in Qatar since 2010 to date?
- What are the perceptions of sport-related SMEs regarding the legacy of the FIFA World Cup 2022? The hosting of mega-events can bring multiple opportunities for existing business and can lead to the initiation of multiple startups since awarding the bid. Companies also bring prosperity to the overall economy, tourism, socio-cultural, environmental, sports, and health (Chalip, 2004). Mega-events are a central element of new regimes of urban governance, intensified inter-urban competition and strategies of place entrepreneurialism (Hall, 2006). As discussed by Spilling (1996), the hosting region receives several “actors” who want to enter the business environment of the mega-event. One of these actors will be those sports startup enthusiasts who would be part of these sports events to prosper with. SMEs contribute significantly to economic growth, employment, and social development (Enright et al., 2001) and are an essential driving force of economic development. While there is a significant body of knowledge of on sport mega-events worldwide, there is minimal data available for Qatar especially in relation to the impact of the World Cup on the business sector, and SMEs in particular. The World Cup will be a significant milestone on this journey since it will be the first Middle Eastern country to host this important sporting event (Sulayem et al., 2013). Furthermore, Qatar is aiming to be a sports events hub in the region, and for that, it is imperative to enhance the sports entrepreneurship ecosystem in the country. This study will fill the gap where there is a lack of sport-related SME studies. Many startups are formed during a mega-event with certain expectations. To date, only one study has been conducted on the impact of the 2022 World Cup on the business sector in Qatar (Kaplanidou et al., 2016). The results from this study revealed that a number of socio-cultural constraints hold back business development and relationships, in-

cluding the norms of the local community and the social sanctions imposed by the violation of these norms (Kaplanidou et al., 2016). Still, there is no study that focuses specifically on sport-related SMEs since the awarding of the bid in 2010. The study will comprise of both primary and secondary data sources. For the latter, government reports, research articles, news articles and SME’s directory will be reviewed. In terms of the primary data; the study will be exploratory research in nature and include both quantitative and qualitative research methods. Qatar Sports Tech (QST) is an incubator specialized in sports startups, and other incubators, like Qatar Science and Technology Park (QSTP), Qatar Business Incubation Center (QBIC) and Digital Incubation Center (DIC) as well as Qatar Financial Centre (QFC) will be approached to ascertain the number of sport-related SMEs in Qatar since the awarding of the FIFA World Cup 2022. Based on the number of sport-related SMEs, a stratified sampling approach will be utilized to target the full-range of sport-related SMEs (e.g. Sport performance, event-related etc.). An online questionnaire will be developed and administered to a sample of these SMEs to ascertain how the FIFA World Cup 2022 has affected them and how the World Cup 2022 has influenced the growth and development of sport-related SMEs in Qatar since 2010 to date. Questions related to their perceptions of the legacy of the FIFA World Cup 2022 for sport-related SMEs will also be examined. The quantitative data will be analyzed using SPSS. In order to gather more in-depth information that emerges from the quantitative data, a focus group study will be conducted with a sample of sport-related SMEs. The constant comparison analysis technique will be used to analyze the data gathered.

THE ROLE OF INTERNATIONAL EXPERTISE IN QATARI SUSTAINABLE DEVELOPMENT STRATEGY, PUBLIC POLICY CREATION AND CHALLENGES OF KNOWLEDGE TRANSFER, THE WORLD CUP AS A CASE STUDY

Melike Yildiz

Arab Center for Research and Policy Studies, Qatar

Qatar made a bold and risky promise when it submitted its application to FIFA in 2010: a fully carbon neutral World Cup. The sustainable development strategy adopted is a priority for Qatar and FIFA, which engage a wide range of players around the world. These experts contribute, according to their fields to the design, implementation and distribution phase, both on the conceptual, operational and communication levels. In Weberian terms, the existence of a patriarchal state cancels out the criterion of competence for access to power, and the authority of power is transferred to trusted men and individual servants, through logics of pure private economy. Thus, the effectiveness of Qatari elites and their personal and private contribution to the vision of the country also depends on the support of the experts mobilized. Indeed, the patriarchal state, although an old concept and referring to practices that are all the more ancient, must be thought of through a contemporary reading grid that takes into account the increasing complexity of public policies and the ever-greater technicality of the decisions to be made. Economic liberalism can be cited as the source of the recourse to external expertise from the 1990s onwards, in the context of the theories of New Public Management that we have mentioned. This premise leads us to reflect on the temporality and chronology in which Qatar is the recent existence of the state, which we date from the 1960s, and its rapid construction, which accelerated in the 1990s as it adopted the first contours of what would become a liberal economy, are perfectly in line with the logic of capitalism and globalization. The presence of experts, which in this context can be translated as the presence of highly

qualified expatriates constitutes the economic and social model of the country. In a process of technological and economic catching up, and for its accelerating virtues, the use of expertise is consubstantial to the effectiveness of Qatari public policies. However, the thesis of the induced "incompetence" (in Weberian terms) of the leaders of a patriarchal state is less and less verifiable in the Qatari context, where the country has allowed many citizens to study abroad, acquire a given expertise, and return to Qatar to take up management positions, this time with the required expertise. This emphasis on education and technology is a direct response to the model towards which the country wants to transition: a knowledge-based economy, where experts occupy a privileged place. How is this expertise produced in the perspective of a carbon neutral World Cup and by which actors is it actually produced and negotiated? While the use of international expertise is inherent to Qatar, the sustainable development policy emerging through and for the World Cup highlights the creation, the maintenance, and the enhancement of an unprecedented knowledge. Capacity building and knowledge transfer are key aspects of the sustainable development strategy, and this paper aims to highlight the challenges to durably allow and establish it.

THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT (POS) AND PERCEIVED BENEFITS AND COSTS OF VOLUNTEERING ON VOLUNTEERS' ATTITUDINAL OUTCOMES

Cindy Lee¹, Doyeon Won², Weisheng Chiu³, and Hyejin Bang⁴

¹West Virginia University, United States of America;

²Texas A & M – Corpus Christi, United States of America;

³The Open University, China; ⁴Florida International University, United States of America

Much of the volunteer research has focused on volunteer motivations and their influences on various outcome variables (e.g., future intention and engagement). However, there is lack of research in organizational

climate that improves volunteers' job satisfaction, which further leads to greater intention to volunteer. Perceived organizational support (POS) represents the employees' beliefs about the extent to which the organization values their contributions and supports their welfare (Eisenberger et al., 1986). Using social exchange theory, Hallman and Zehrer (2016) argued that perceived benefits and costs of volunteering is likely to influence the volunteers' satisfaction. This means that volunteers evaluate the benefits and costs from their volunteering experience, and the results are likely to either positively or negatively influence their satisfaction, and further their intention to volunteer. The current study investigated the mediation effects of perceived benefits and costs on the relationship between their perceived organizational support (POS) and attitudinal outcomes, namely volunteer satisfaction and future civic intentions. Data were collected from 513 mandatory volunteers at the 2019 Military World Games using an online survey questionnaire at the conclusion of their volunteering. The data were analyzed using structural equation modeling (SEM) testing nine hypotheses among variables. The structural model fitted the data well, chi-square = 519.17, df = 179, $p < .001$, CFI = .95, NFI = .93, RMSEA = .06. The results indicated that POS was positively related to perceived benefits ($\beta = .57$, $p < .001$) and negatively associated with perceived cost ($\beta = -.33$, $p < .001$), supporting Hypotheses (H)1 and 2. POS was positively predicted volunteer satisfaction ($\beta = .41$, $p < .001$) but not directly predicted future civic intentions, thus supporting H3 but rejecting H4. In addition, perceived benefits were positively associated with volunteer satisfaction ($\beta = .39$, $p < .001$) but not with future civic intentions, thus supporting H5 and rejecting H6. Perceived costs were negatively related to volunteer satisfaction ($\beta = -.10$, $p < .05$) and future civic intentions ($\beta = -.11$, $p < .005$), supporting H7 and H8. Lastly, volunteer satisfaction was positively associated with civic intentions ($\beta = .75$, $p < .001$), supporting H9. In addition, perceived benefits of volunteering were negatively correlated with perceived costs ($r = -.24$, $p < .001$). One of the findings to

be noted is that perceived benefits indirectly influenced civic intentions via volunteer satisfaction, but did not influence directly civic intentions. While many volunteer studies have found the influencing factors on individuals' decision to volunteer based on socio-demographics (e.g., age, gender), economic indicators (e.g., income, education as human capital), or psychological factors (e.g., motivation), this study attempted to address volunteering based on volunteers' rational evaluation of costs and benefits in addition to the perceived POS. The value of POS should be emphasized for the retention and recruiting of volunteers.

PURPOSE DRIVEN & SUSTAINABLE STRATEGY IN FOOTBALL

Oleksandr Kuckeriavyi

UEFA, Switzerland

This research addresses issues of modern strategic management within the football industry and especially within the context of the latest global social challenges which lead to a need for a strong focus on purpose and sustainability for sports organizations. Key questions addressed: 1. how from a strategic perspective do football organizations can evolve to be relevant to social needs today in the future? 2. Sports organizations and Governments have a role to play: which role and how to play? Within the industry context analyses, explored the evolution of football organizations capacity within strategic development. Despite significant professionalization and evolution within recent years, still, organizations primarily driven by sports performance and revenues generation. The focus of the study was dedicated to a need to have a strategic solution to ensure that football can deliver positive social impact in the first place to keep relevant for society, new needs in this domain within fans community, governmental organizations and commercial partners. COVID 19 global crisis accelerated many social changes in the world and during a pandemic, due to lack of strategic connection to social positive impact globally, sports been under challenge

in many areas and previous strategic focusses need to be evolved to ensure a better systematic positive impact to respond to social needs further to ensure sports and social. Through literature review, stakeholders' interview and delivered analyses, was developed a model for Purpose-driven & Sustainable Strategy in football. Gained knowledge and outcomes of a study of key modern models as "Sport and the global UN Sustainable Development Goals" (W. Lemke, 2015) "Inclusive capitalism" (Green, 2017) and "Triple bottom line" (J. Elkington, 1998) also allowed to produce a practical tool for football and wider sports stakeholders to apply it to enhance own strategic social relevance.

PROFESSIONAL AND PERSONAL CAPITAL OF SAUDI SPORT INDUSTRY WORKFORCE AND THE IMPACT ON QUALITY OF WORK AND LIFE

Elodie Wendling¹, Michael Sagas¹, and Mohammed Ali Alshammari²

¹University of Florida, United States of America;

²King Said University, Saudi Arabia

As part of the Vision 2030 objectives to establish a more physically active and socially vibrant society through sports, the Kingdom of Saudi Arabia (KSA) has considerably increased its investments in the sports industry. The number of sport federations has nearly doubled in the past three years and the country is hosting the 2034 Asian Games (Palmer, 2020). To meet rapid expansions in sports, 40,000 jobs are expected to be added to the sports industry by 2030 (Fanack, 2020). However, KSA has experienced difficulties in developing a pool of well-qualified Saudi candidates for sport-related occupations, which merits the need for research to analyze the human resource opportunities and challenges of employees in the sport workforce. Given the fiercely competitive nature of sports, sport industry professionals are exposed to unique challenges in their occupation (Kim et al., 2019), which, in addition to normal life-stressors, have

a significant impact on their quality of work and life. Thus, the aims of this study are to examine these challenges by (a) investigating how human, psychological, social, economic, and cultural capital synergistically influence the career and psychosocial functioning of sport industry professionals in KSA, and (b) determining the extent to which different capital and functioning outcomes differ by critical demographic variables. As one of the most influential theories of stress in organizational studies, the Conservation of Resources theory (Hobfoll, 1989) is based on the fundamental principle that the management of resources is critical to overcome adverse impacts on humans' functioning. The actual or potential loss of valued resources, or the lack of expected resource gain after investing in one's own resources is experienced as stressful. Social support and psychological resources can have stress-buffering properties that serve to protect existing resources from being lost and even enable resource gain, which enhances individual stress resiliency (Hobfoll, 2011). Drawing upon positive psychology (Seligman & Csikszentmihalyi, 2000), we contend that key types of capital are valued resources to gain and conserve to optimize employees' performance in today's workplace and promote well-being (Luthans & Youssef, 2004). Framed against this literature, we developed an integrated conceptual model to develop and test study hypotheses. This project is ongoing and using a cross-sectional survey design and stratified sampling to collect data from sport professionals, coaches and educators. An Arabic version of the questionnaire disseminated via Qualtrics will be sent to 5,641 randomly selected participants through e-mail. Human, psychological, social, economic, and cultural capital, and psychosocial and career functioning are being measured with existing validated scales. We will report psychometric properties and demonstrate how the different capital interrelate to influence quality of work and life. MANOVAs will be used to establish group differences and address the second aim of this study. This study will shed light on capital deficits to explain challenges in educating, retaining and recruiting talent from within KSA to work in the rapidly growing sport

industry. The findings should also inform policy makers and managers in setting regulations and enacting programs and strategies for the betterment of occupations in the sport industry.

THE EFFECT OF THE WORLD CUP 2022 ON SUSTAINABILITY PROJECTS IN QATAR

Osama Mahd and Ghassan H. Mardini

Qatar University, Qatar

World Cup events is a great opportunity to promote circular economy and sustainability as well as to encourage social responsibility values. In this research we focus on the impact of hosting a mega sporting event like World Cup on the community in Qatar. According to Menezes and Souza (2014) an event like World Cup can be considered as a catalyst of urban development for cities. Tremendous influence of the World Cup on the economy and the image of the host cities enhances the diversity as well as acceptance (Lee et al., 2014; Getz, 2008). One of the important factors that leads to let the hosting city gain the acceptance from all the stakeholders is promote sustainable projects and improve social responsibility. Previous research explained that World Cup cities and countries strongly compete for the chance of hosting World Cup events as these events not only attracted an increasingly global audience but also seem to have shaped world tourism patterns, highlighting new tourism destinations and so improve the image of the hosting cities (Fourie and Gallego, 2011; Merzayeva et al., 2020). Qatar is following a strategy that leads to develop the whole country to host the mega event properly (Talavera et al., 2019), therefore it is worth measuring to what extent this development affects the sustainable activities in the country. The preparation for the World Cup usually takes many years, even though the World Cup event takes 6 to 8 weeks. It is thus essential for the hosting cities to balance the World Cup preparation projects whilst maintaining the continuity of the normal life for the resident popula-

tion. Many sustainable projects were prepared or under process in Qatar such as Ras Abu Aboud Stadium, which is designed as a fully reusable container that will be dismantled and reused after this event. Social responsibility and sustainability of these projects are to be illustrated in this project. The impact of the World Cup projects on the social responsibility of the companies and the government is examined in this research. This is a qualitative research that develops a questionnaire based on the previous research. This questionnaire will be distributed to the stakeholders who are affected by the World Cup sustainable projects such as travel agencies, Qatar airways, hotels and restaurants as well as construction companies. The study adopted a reverse model of Mirzayeva et al. (2020). It is based on three main variables that were affected by the World Cup sustainable project; economic variable, environmental variable and social variable. The effect of the sustainable independent variables on the sustainable project in Qatar will be tested. Therefore, the questionnaire will be divided into 4 main sections. First one requires demographic information, the second part is on the economic factors, third is about environment factors and fourth one is on the social factors. Sections two, three and four are all in Likert-scale form of 5 agreement options. We expect 3-4 months for the data collection and analysis.

A DISCUSSION ON THE DEVELOPMENT PROCESS OF SPORTS INDUSTRY IN CHINA: FOCUSING ON THE PERIOD FROM 1998

Yuanzhen Wang¹, Ken Okihara¹, Da Ma¹, and Jiwen Wang²

¹Hiroshima University, Japan; ²Yunnan Technology and Business University, China

The purpose of this study is to examine the transition of the sports industry in China since 1998 and to clarify its formation and development. "Sports industrialisation" is the key to the development of Chinese sports¹). In the system of the Chinese socialist market economy, the sports industry, under the control of the

state and subject to the mechanism of the market, is gradually making more and more contributions to the national economy. Sports industrialisation is adapted to the Chinese socialist market economy and is expected to make significant progress in the future. Against this background, clarifying the process of industrialisation of Chinese sport is an essential issue for the sustainable development of sports industrialisation in the future. So far, there are few studies on the development of the sports industry as far as the author has been able to find. Lu1) and Wu2) conducted research on sports industry policy from a historical perspective, but they were limited to the sports policy line, and Lu1) did not discuss the situation after 1998. In addition, while focusing on the sports industry policy, it is considered that there is not enough attention to the development process of the sports industry itself, which reflects the policy reform. On the other hand, Liu 3) historically examined the sports industry and policy from 1986 to 2016, but focused on the economic and social transition, and considered that there was a lack of focus on the growth of the sports industry itself. However, this study does not intend to dismiss the impact of economic and social factors and the support of sport policy. Instead, it focuses on representative events that influence the development of the sports industry under the promotion of economic and social infrastructure and sport policy. And examines their significance for the growth of the whole sports industry since 1998. In addition, the history of the development of the sports industry since 1998 is considered worthy of writing, as many researchers claim that the full-scale development of the sports industry began in the late 1990s of the 20th century.

HOW INDIA CAN BECOME A KEY STAKEHOLDER IN SPORT GLOBAL MARKETPLACE?

Suresh Jha and Amritesh Amritesh

IIT Ropar, India

Indian premier league is the richest professional cricket league in world. Given the huge fan following in Indian subcontinent, it attracts global corporates competing for media rights and sponsorship deals. The highly successful IPL model of cricket has also led other sports bodies in India to commercialize their respective sports attracting even more money in Indian sport business landscape. According to Statista report, the market size of Indian sport business was more than 91 billion Indian rupees in 2019. The Indian government and private corporations are spending billions on sports in India. The profile of sports other than cricket in India is also on an upswing reflected in the commendable performance by Indian contingent at world stage including recently concluded Tokyo Olympics. This upswing in Indian elite athletes' performance is also gaining acknowledgement in global sport marketplace as Indians are now finding themselves in the lists of players with highest brand values and highest earnings. These recent developments provide Indian academicians and practitioners an opportunity to present their thoughts on their insights to supplement western thoughts and practices in sport management and its sub-disciplines. The extant sport management literature has deliberated on various forms of individual's association with sports. Several constructs had been traced with measured such associations in contemporary work in sport marketing. Some of such constructs are 'Sport involvement' (Beaton et al., 2011), 'fan engagement' (Yoshida et al., 2017), 'sport participation' (Steptoe et al., 1996) etc. which explains the attitude and behavior of an individual to an extent. These constructs, however, lack deeper sociological underpinnings which can address the three key questions: firstly, what is the nature of an individual's association with sport, secondly, what are the key implicit elements of such associations, and thirdly, how do such associations develop or sustain further. To address these questions, we invoked the 'love' perspective in an attempt to develop a further understanding of this subject. Also, there is an emerging trend of advocacy of the qualitative methods for sport management researchers and practitioners (Shaw & Hoerber, 2016). On a similar note, we also have tried to explore the

love Indians share for sports, through the narratives of some of the brightest Indian sport stars. The findings have practical relevance not only in Indian context but also for global sport marketplace, particularly where sport is yet to be tapped fully as a business.

THE CAREER TRAJECTORY OF SPORTS MANAGERS IN LITHUANIA BASED ON LIFE HISTORIES

Irena Valantine, Vilija Bitė Fominienė, Inga Staškevičiūtė-Butienė, and Karolina Deliautaitė
Lithuanian Sports University, Lithuania

The sport sector is dynamic and important economic sector in the EU, with a share in the national economies which is comparable to agriculture, forestry and fishing combined (European Commission 2018), with its organizational ecosystem which reliant on workforce. The latter faces various challenges. In today's era of change, when the paradigm of work and professional activity is changing, it is generally accepted that every person's career is very important. It, reflecting a person's purposeful activity in the working environment, lasts his whole life and is one of the main aspirations associated with both a quality life (Somarriba & Pena, 2009) and effective activity (Jackson & Wilton, 2015). This is also important when discussing challenges in the sports sector for its long-term success and sustainability. The aim of the current study was to create an overview of how sports managers reflect on becoming these professionals. In order to highlight the career trajectory of Lithuanian sports managers a qualitative research, which follows naturalistic paradigm was chosen. Focus was on critical incidents – defining moments that have affected their perception, practice and leadership and significant people - positive and negative which have influenced and shaped their leadership journey and practice. The empirical study involved nine sports managers working for organizations within the sport industry ecosystem in Lithuania. The survey was conducted using the in-depth interview method form - life history. These

interviews were particularly concerned with understanding specific life paths, and transitions between different trajectories and parts of life. Data were analyzed employing thematic analysis (Braun & Clarke, 2020). The research results encompass the transcriptions of interviews, which are conceptually divided into three key themes revealing sports managers career trajectory development levels – early years themes (family, peers, parents, participation etc.), key themes in emergent adult years (remain in sport; enthusiasm; duty etc.) and in established adult years (professional identity, network connections, many roles etc.). More detailed results will be presented during the conference.

THE GROWTH OF BADMINTON AS A GLOBAL SPORT AND THE GLOBAL DOMINATION OF ASIAN TEAMS, PLAYERS, SPONSORSHIP AND EVENT MANAGEMENT OF BADMINTON TEAM EVENTS, ASIAN INDIVIDUAL OPEN BADMINTON CHAMPIONSHIPS AND ASIAN BADMINTON BRANDS IN THE WORLD, 1934–2022

Lim Peng Han
Independent Researcher, Singapore

The growth of badminton and the global domination of Asian teams and players should be seen as three distinct periods. In the first period International Badminton Federation (IBF) was founded in 1934 and by 1981 there were 56 member countries. The second period began when China was a member of the IBF and by 1992 there were 108 member countries. The third period began when badminton was an Olympic event in 1992 and by 2022 the IBF, known was the Badminton World Federation in 2007, had 194 member countries. This is a longitudinal study looking at the global growth of badminton, evolution of badminton equipment industry, trends in badminton sponsorship by referring to print and non-print sources of information. At the same time, the researcher spent 8 years traveling with teams from China, Malaysia, Indonesia and

Korea to major tournaments to do ethnographic studies of these teams. It also studied perspectives of local management practices in the development of elite players, the production and marketing of badminton equipment and the unique sponsorship practices. With the exception of Denmark which won the Thomas Cup in 2016, the Asian countries that have won the Thomas or Uber Cups from 1948 to 2022 are China, India, Japan, Indonesia and Malaysia. Ninety per cent of badminton Olympic medals are won by Asian players. The early elite players came mainly from the Chinese diaspora in Southeast Asia. The global domination of Asian players and badminton brand, Yonex, began with the sponsorship of the Chinese badminton team and innovation in badminton racket production. The carbon shaft two-piece racket and one-piece carbon fibre racket began to replace the traditional English made wooden rackets. This research will explain how three Asian brands, Yonex (Japan), Victor (Taiwan) and Li Ning (China) dominate the world's badminton industry through various product innovations (playing surface, racket, strings, shoes and clothing) and marketing. The marketization of badminton began in 1984

when the IBF appointed the International Management Group who changed the team playing format from nine to five ties to make the game television friendly. From 1948 to 2022 the men's team Thomas and Uber Cup competitions were held in Asian cities except in 1949 (Preston), 1982 (London) and 2020 (Aarhus). The broadcasting footprint covers 53 countries in Asia and recorded at ratings during peak periods. In 2022 five out of eight Super 750 and 1000 series Badminton Open championships offering total prize money of US\$750,000 to US\$1,000,000 (men's singles, men's doubles, women's singles, women doubles and the mixed doubles) were held in Asian cities. They were the Malaysian Open, Indonesian Open, Japan Open, China Open (Changzhou and Fuzhou). However, in 2022 the total prize money for Wimbledon Tennis Championship was 40,350,000 pounds. In 2017 Wimbledon got US\$160 million from broadcasting rights, US\$47 million from ticket sales, US\$47 from sponsorships and US\$35 million from merchandise sales. This paper will provide strategies for Asian badminton stakeholders to catch up with Wimbledon.

INFLUENCE OF A MEGA SPORTING EVENT ON THE ENTREPRENEURIAL ECOSYSTEM OF THE HOST COUNTRY**Rauf Mamma***IE Business School, Spain*

Mega sporting events (MSEs) are one-time or recurrent sporting events that get broadcasted internationally, are held at multiple locations, and include the most popular sporting events in terms of both viewership and participation (Pedersen & Thibault, 2018). MSEs are associated with considerable impact on the built environment and communities where they are held (Müller, 2015). While countries often seek to host MSEs for the economic benefits they anticipate they will reap, the extent of such influence is still being debated. This study aims to deepen our understanding of one aspect in particular: the influence of hosting an MSE on the entrepreneurial ecosystem of the host country. Furthermore, this study aims to understand how entrepreneurial ecosystems can be effectively adapted to leverage event-related entrepreneurial opportunities. An entrepreneurial ecosystem is a relatively new concept that is defined as ‘a community of multiple coevolving stakeholders that provides a supportive environment for new venture creations within a region’ (Cao & Shi, 2020, p. 2) and is capable of promoting and supporting innovative ventures (Shwetzter et al., 2019). The supportive environment offered by the entrepreneurial ecosystem fosters entrepreneurship through the flow of knowledge, resources, and skills (Ratten, 2020), and, therefore, plays a crucial role in determining the immediate economic effects and economic legacy of an MSE. Strong and robust entrepreneurial ecosystems can generate positive economic effects, such as creation of job opportunities, increased household incomes, and overall economic

growth (Kansheba & Wald, 2020). Despite the evidence, there has been a lack of analysis regarding the impact of MSEs on the host nation’s entrepreneurial ecosystem. In addition, although MSEs are considered as drivers of regional economic development, efforts to analyze how entrepreneurial ecosystems can be adapted to leverage event-related opportunities are also lacking. It is well-recognized that ‘a strategic approach to event planning and leveraging is important to engender positive legacies that benefit broader communities than the host city’ in both the context and wake of MSEs (Ritchie et al., 2020, p. 1). Adapting the entrepreneurial ecosystem can help to leverage event-associated economic benefits. However, multiple challenges exist at both the ecosystem level and at the level of individual firms, e.g., lack of investment capital, skilled workforce, inability to achieve product-market fit, unfavorable policy and governance, etc. (Zupic et al., 2017). This study will deepen our understanding of effects of hosting MSEs through examination of two events that occurred in 2018: the FIFA World Cup and the Olympic Games. This study employs a Difference-in-Difference methodology to capture the impact of MSEs on the entrepreneurial ecosystems of host countries. The difference in the host country’s score on the Global Entrepreneurship Index (GEI) will be determined before and after event award (treatment group) and for those that did not host the event (control group). This study hypothesizes that the impact of MSEs on the entrepreneurial ecosystem of treatment group will be reflected in an increase of GEI score after the event award at a higher rate than experienced by the control group.

WHEN COVID-19 MEETS COMPETITIVE BALANCE – TRENDS AND EFFECTS IN EUROPEAN FOOTBALL

Christian Geyer

Fern Universität in Hagen, Germany

It is well known that football leagues need a certain degree of competitive balance in order to survive and flourish. Without uncertainty over the outcome of individual matches and league championship, leagues can become predictable and boring. Lack of competitive balance means that the league runs the risk of losing spectators in the long term. Unbalanced leagues also result in other risks, such as: threat of bankruptcy, of lagging clubs; the threat of rival leagues and increased risk as a result of large income gaps within and between leagues. Various studies show that competitive balance in European soccer leagues is steadily declining. The UEFA Champions League provides an illustrative example. Whereas there used to be a large number of teams competing for the Champions League title in former years, today a few clubs from the major soccer nations dominate this competition. This domination also has a significant impact on the national leagues of the top teams, because the high international premium payments are leading to a sustained decline in the sporting and economic balance in the "home leagues". Among other things, this contributes to an increasingly heterogeneous distribution of relative playing strength among the clubs in the national leagues and to an increasing conflict of interests between all the groups involved in professional soccer. Recently published club financial statements and other reports suggest that the financial and sporting imbalance in European soccer continues to grow due to the corona pandemic. This paper addresses current trends and effects referring to or caused by competitive balance in European football and provides suggestions how different stakeholders can deal with them.

THE NEW NORMAL: COVID-19'S FINANCIAL IMPACT ON SPORT BUSINESS

Matt Brown

University of South Carolina, United States of America

The impact of the global pandemic caused by the COVID-19 virus has been significant. In the United States, the Bureau of Labor Statistics noted that over 1.3 million sport jobs were lost between March and May, 2020 (BLS, 2020). Within sport, the virus's impact has led to short-term financial hardships for most organizations. Sales, media rights, sponsorship and advertising revenue, ticketing, and hospitality revenue were negatively impacted (Brown, 2021). It is estimated in Great Britain that sport had a £700 million loss in 2020, while New Zealand gave its sport sector NZ\$265 million in funding to offset lost revenues. Unfortunately, lingering financial effects will exist for several years as teams and organizations had to borrow to cover shortfalls in 2020 and 2021 revenues (Brown, 2021). Over the next several years, the three main financial factors affecting sport appear to be the current global economic cycle; television contracts and renewals; and changes in consumer demand based on COVID infection rates and new fears related to gathering in large crowds (Brown et al., 2021). Specifically, as sport emerges from the 2020 and 2021 cycle of playing to empty or socially distanced venues, there will likely be changes to short-term consumer demand. This will result in a negative impact on team financials. Many studies on the demand for the live sport product exist. Studies from Gong et al. (2021), Humphreys and Johnson (2020), Kim et al. (2019), Wakefield (2016), Coates et al. (2014), Drayer et al. (2012), Rascher et al. (2007), McEvoy et al. (2005), McDonald and Rascher (2000), Rascher (1999), Noll (1974) have been published across finance, marketing, and economics literature. Further, Cardazzi et al (2020) showed that the gathering of large numbers of fans at games increased local influenza mortality rates by 4% to 24%, depending on sport. As influenza is spread in a similar fashion to COVID-19, there is a potential for

sporting events to become “super spreader” events. Combined with changes in consumer behavior related to living in the COVID-19 era, COVID-19’s lingering impact on attendance must be studied. Here, this study examined the immediate financial impact of COVID-19 on sport, governmental and organizational responses to the impact, potential long-term impacts, challenges facing sports businesses, essential questions sport organizations should be asking now, and steps sport organizations should be taking to ensure financial success of their organizations. Sport faces challenges including managing cash flows as teams and leagues recover from lost games, lost seasons, and reduced capacity venues; enticing fans to return to venues; resuming normal operations after significant financial losses with an uncertain financial future; and resuming global operations of leagues and competitions.

ESTIMATION OF MARKET EFFICIENCY IN THE UK SPORTS BETTING EXCHANGES

Agomoni Sarkar, Ming Yan William Cheung, and Hirotaka Matsuoka

Waseda University, Japan

Betting markets have traditionally been associated with high transaction costs due to low scales of operation. Previous studies (Golec & Tamarkin, 1991; Ashiya, M., 2016; Brown & Yang, 2016) have found that even with the introduction of betting exchanges, it has not been possible to reduce the transaction costs to a level where profits become viable. Moskowitz (2021) states that the high trading costs involved in sports betting eliminate any possibility for arbitrage trading to correct the mispricing between exchanges. However, since the COVID-19 pandemic, online exchanges have gained significant popularity (EBR, 2021), and this provides us with an opportunity to study the impact of the increase in the scale of transactions on profitability. Bets share many similarities with financial derivatives. The value of a bet depends on the outcome of underlying events. There is a pre-

specified time stamp where the value of the bet converges to the end value. Moskowitz (2021) suggests that deviations from such convergence can be detected and independent of the act of betting, unlike other assets, and further suggests that the efficiency in the sports betting market can be determined by tracking the change in the expected value of the bet against the current market price of the bet. In this research, we consider each unit of a bet as a financial option – a right for the option holder to trade at a specific price and time, the underlying asset which is the outcome of a sports event. This research uses theories in financial economics, including market efficiency hypothesis, derivatives pricing theories, and investor overreaction hypothesis, to estimate information efficiency in the United Kingdom’s (UK) betting markets’ performance with respect to soccer (European Football) competitions. Previous studies have suggested varying degrees of inefficiency in sports betting markets with no clear consensus. Buckle and Huang (2018) find that an average of one in three trades has an arbitrage opportunity and suggest at least a weak-efficient rugby betting market. Meier et al. (2021) speculate that the home-team advantage is drastically reduced in the absence of spectators. However, the research found that during the COVID-19 pandemic, the announcement of spectator-less matches, and therefore the absence of home-team bias, was not incorporated in the bet prices during the initial matches but was incorporated in the later periods i.e., the markets were not semi-strong efficient for at least the first part of the season. As described above, the literature suggests that betting markets are weak-efficient in varying degrees and that there is scope to apply the market efficiency theory to the betting market. The authors posit that the COVID-19 pandemic could significantly alter the applications of financial market theories to UK betting markets.

LONG-TERM RESEARCH COLLABORATION IN AN INTERNATIONAL SPORT EVENT: CASE ECONOMIC IMPACT OF WRC RALLY FINLAND

Aila Ahonen¹ and Kamilla Swart²

¹*JAMK University of Applied Sciences, Finland;*

²*Hamad Bin Khalifa University, Qatar*

JAMK University's Sport Business has been a partner for Finland's rally organizer since 2011 and conducted several research projects during the World Rally Championship (WRC) Rally Finland. These studies comprised collecting in-depth information about customer satisfaction of different types of spectators and participating teams, the economic impacts of the event to hosting city, brand perceptions and personal value structures of the spectators, expectations and satisfaction of event partners and sponsors as well as the views of the local citizens. The data collection has generated a database of more than 10.000 interviews. The aim of this paper is to give an example of one aspect of the research conducted regularly in Rally Finland. These studies assess the economic impact of the WRC Rally Finland 2013 and 2017 to the hosting city of Jyväskylä, Finland and the surrounding region. The original approach to the first study was to determine the direct economic impact from a broad range of event stakeholders, and it was further developed in the second study to include the crowding out effect and citizen's perceptions of the rally. The number of respondents was all together (2013 and 2017) 4561. In order to measure the primary impact, a "bottoms-up approach" expounded by Preuss (2011) was undertaken to determine individual consumption patterns, including the number of nights in accommodation, their motivation for visiting as well as the gross number of visitors by conducting empirical research with visitors as well as other stakeholder groups. Preuss et al. (2007) model of event visitors i.e., event-affected persons who enter the region due to the event, spectators, tourists and day visitors, and residents who participate the event, was used as a basis in identifying the groups studied. The results show that the Rally

Finland had a significant economic impact on the city of Jyväskylä and the surrounding region. The overall amount of the direct economic impact on the hosting city and the surrounding region was 14.7 (2013) and 15.3 (2017) million Euros, which is remarkable since the event is medium-sized, and the municipality is relatively small. With the biggest categories of spend being accommodation and food and beverage, business leveraging is an aspect that can be emphasised in future editions of the rally event. Of importance is the impact of the rally on non-profit organisations, with about 5000 volunteers being employed on an annual basis by the rally organisers. In 2020 the Finnish Rally was not hosted due to the Covid-19 pandemic but replaced with a small-scale e-motorsport event, which will be a sustainable part of the event also in future. The next planned impact study (2022) should include, in addition to the economic impact, the social and environmental impacts as well.

PERCEPTIONS OF THE SOCIO-ECONOMIC IMPACTS OF A WOMEN MAJOR SPORTING EVENT IN AFRICA

Frinwei Njihy Achu and Urmilla Bob

¹*University of KwaZulu Natal, South Africa*

Major sports events have emerged as an important destination development tool for many developing countries in Sub-Saharan Africa. This study aimed to assess the socio-economic impacts of the 2016 Women African Cup of Nations (WAFCON) hosted in Cameroon. Taking the hosting cities (Limbe and Yaoundé) as the case study sites, the study utilised a mixed-methods research approach. The data emerged from the 759 questionnaires distributed to the event attendees and 10 interviews with key informants. The study showed the event to have created employment and income generation opportunities in the host cities and have contributed to increased national pride and social cohesion. Also, the study found the event to have played an important role in the advancement of women in sport. However, the research revealed little

leveraging of the event's socio-economic opportunities for longer gain. The study concludes that female sports events, for destination development and the advancement of women's sport, is an important but neglected area of focus. The study argues for stronger collaborations and partnerships within tourism and sport stakeholders to ensure the positive advancements of female sports events are sustained.

PRIVATE EQUITIES LOVE SPORTS (AND TRANSFORM IT?)

Gerhard Trosien, Maria Ratz, and Fabian Ulrich
accadis Hochschule Bad Homburg, Germany

Mergers & Acquisitions are one of more and more important conspicuities in sports. For sports actors, reasons for M&As could include to grow faster, to become globalised or to build broader representation. For acquisitioners (especially private equities) it is a lucrative market segment because sports are popular objects from the perspective of the investment businesses. But not all private equities have a good reputation. And how are the cases and chances when the deals should take place with non-profit-sports-organizations? Sports non-profit-philosophies are theoretically and empirically well published (especially in Europe) (Scheerder et al., 2017). Sports and finance are very important relations; also, in non-profit-sports-organisations when membership fees, public supports and commercial sponsoring come together. Mergers & Acquisitions are known in sports businesses since years, and far beyond sports marketing agencies (Trosien & Ulrich, 2021). Sports is “the most inspiring and fastest growing industry in the world” (Inspiring Sport Capital, 2021). About for-profit-sports-organizations it is said: “In 2020, the number of PE investments in US sports teams more than doubled” (Pitchbook, 2021). About non-profit-sports-organizations in Europe we refer on articles of Football (see UEFA, leagues and clubs). We use the case study method (Bengtson & Larsson, 2012). The analyzis is concentrated to the data of deals of private equities with non-

profit-sports-organizations (on two levels: clubs and federations). Here the questions are: What are the principles, what are the guidelines, what are the differences to for-profit-sports-actors? Investing groups from outside of sports invest billions of US\$ to buy (and sell) sports corporations (or shares of). It happens now often that investors (here private equities) take over completely, major or minor parts in financing sports businesses. “Valuation ... is a major point of discussion between the acquirer and the target” (Corporate Finance Institute, 2021). Sports economics do not often research M&As in sports and more seldom in the context of non-profit-sports-organizations. Where no data exist, our research based on reports and other investigations. The traditional questions how to finance global sports businesses need more and more new answers. In Europe, it can be seen two lines of private equities active in sports – similar deal counts, but increasing deal values (Pitchbook/Woodman, 2020). In our running research we will use the excellent data of the end of 2021 and present a new system of categorization between private equity firms which are asset builders or asset strippers. The study concentrates to the European sports federations, leagues and tournaments, and clubs. We recognize offers by private equities also in times of Covid-19. This has to do with: “The shift is significant because traditionally many commercial sports have been closed to institutional investors. Those old restrictions reflect fears that third-party providers of capital could have undue influence on a sport “(Pitchbook/Woodman, 2020). But for non-profit-sports-actors (like clubs and federations) the pressure seems to increase to outsource profitable and lucrative segments, what directs to a possible division of regulatory and commercial aspects (The SportsConsultancy & BDO, 2021).

THE FUTURE OF THE ‘50 PLUS 1’-RULE IN GERMAN FOOTBALL

Maria Ratz, Fabian Ulrich, and Florian Pfeffel
accadis Hochschule Bad Homburg, Germany

The ‘50 plus 1’-rule in German football supports the financial stability of the Bundesliga. Nevertheless, the rule acts as a limitation for the acquisition of external capital. International competitiveness in football is strongly linked to external capital. Hence, the rule is considered as a disadvantage by some of the clubs. Moreover, debates about the regulation of football clubs in general such as UEFA Financial Fair Play and current legal concerns from the cartel office, have led to new discussions among the clubs and the DFL, the governing association. The effectiveness of the ‘50 plus 1’-rule has been considered in the literature already. From a sport economic perspective, there has been a lot of criticism, in particular, as some exceptions are already allowed and various options exist to bypass the rule (Lammert et al., 2018). There are several areas how the rule could be improved (Hovemann & Wieschemann, 2009). This paper will focus on the perspective of the financial managers of the clubs who should be considered as one of the most relevant expert groups. Within an overall research project on financial alternatives in German professional football, 13 interviews were conducted with financial managers from 1st Bundesliga, 2nd Bundesliga and 3rd Liga. The questionnaire was not directly addressing the ‘50 plus 1’-rule; however, the topic was highlighted by the respondents in every semi-structured interview and revealed within the content analysis as an important cluster. Further interviews will be conducted at the end of this year or beginning of 2022 after the DFL and the clubs must react to the recommendation of the cartel office to verify the status quo. Most of the respondents believe that the abolishing of the ‘50 plus 1’-rule is just a matter of time. That is even strengthened by the current recommendation from the cartel office and their criticism on the exceptions. For the financial managers, it seems to be “unavoidable” that the German football will be opened for external capital to a larger extent within the next few years. The global pandemic has increased this need for capital. According to the financial managers, it is more important to consider future strategies to acquire this external capital instead of discussing improvements of the ‘50 plus 1’-rule. However, to be prepared for that decision, it

was highlighted that each club should develop a strategy how to deal with external capital to avoid long-term disadvantages and many switches of investors. It will be interesting to see what will happen to the ‘50 plus 1’-rule within the next months and maybe years. For the experts in the background, the financial managers, it is obvious that something must change – although the clubs voted for the preservation in the last assembly of the German Football League. Their intention to work on strategies for the capital acquisition offers attractive perspectives for future avenues of research.

ECONOMIC IMPACT OF COVID-19 IN THE SPANISH FITNESS SECTOR: A LONGITUDINAL ANALYSIS

Manel Valcarce-Torrente¹ and Jerónimo García-Fernández²

¹*International Valencian University, Spain;*

²*Universidad de Sevilla, Spain*

In March 2020, a state of alarm was decreed in Spain due to Covid-19. This fact caused an almost absolute paralysis of many sectors, with the fitness and sports facilities sector being one of those that has suffered the most from the effects of this health crisis (Jiménez et al., 2020). Thus, taking into account that the regular practice of physical exercise and sport could be one of the fundamental factors for the prevention of Covid-19, the Andalusian Sports Observatory (2021) showed that this practice could decrease by 40.7 % in private facilities. This study aims to investigate the economic impact of Covid-19 in the fitness sector in Spain. Three surveys were conducted: May 2020, September 2020 and April 2021. The study participants were a total of 438 Spanish fitness centers of various fitness business models. For the development of the measurement instrument, the collaboration of experts and CEOs of fitness centers was required, resulting in three differentiated sections: labor measures, impact of Covid-19 on billing and monthly expenses, and user assistance. The information was collected through an

online questionnaire. To calculate the losses in the sector, the total billing collected in 2019 and published in the report "European Health & Fitness Market Report 2020" by Europe Active and Deloitte (2020) has been used, comparing it with the billing data obtained since March 2020 to February 2021 provided by the participants. What's more, different percentages have been considered according to the business model, in relation to the total turnover volume. The data analysis was descriptive and of frequencies. After the descriptive analyzes, it can be concluded with data similar to Jiménez et al. (2020). Losses were observed that grew as the surveys were carried out, with each fitness center having 64% less turnover in March 2021 compared to 2019, assuming total losses for the sector of 1,505 million euros. 29% of the fitness centers analyzed had doubts about the future of their business if the situation continued for the next 6 months. 78% considered that pre-pandemic billing levels would recover from the first quarter of 2022.

DOES MONEY REALLY SHOOT GOALS? AN EMPIRICAL INVESTIGATION OF THE EXTENT TO WHICH TEAM VALUE, SPORT PERFORMANCE AND CLUB WEALTH ARE INTERRELATED IN SOCCER - IN NATIONAL VERSUS INTERNATIONAL COMPETITIVE ENVIRONMENTS

Johanne Heil, Tino Harth-Brinkmann, and Castulus Kolo

Hochschule Macromedia | University of Applied Sciences, Germany

If professional top-level sport is described as an ellipse, then sporting success forms one focal point. The other focal point is financial success. There is absolutely no doubt that, in addition to sporting success, clubs always have to consider economic growth in parallel. A look at the figures confirms that, at least in the professional soccer market, on which we want to focus in this article in favor of a narrower focus with more precise results, it is big business: In the 2019/20 season,

despite the COVID-19 pandemic, the top 20 soccer clubs still generated €8.2 billion, an average of €409 million per club (Deloitte 2021). While this represents a 12% decline compared to the previous season (€9.3 billion), all indications are that the market will pick up full speed again after the pandemic. Much has been thought and said about the connection between the two focal points of sport and economics. The widespread assumption, also among sports managers, is that the parameters are not independent of each other but - in line with an ellipse - are mutually interlinked: Sporting success leads to significantly higher revenues (TV, premiums, sponsorship), especially through participation in international competitions such as the UEFA (Champions League, Europa League). The assumption is that more money should in turn have an effect on sporting success, in that higher player salaries and transfer fees make it possible to buy more expensive and better players, and so on - after all, the popular saying "money shoots goals" is intended to express nothing else. But beyond its popularity and the many supposedly anecdotal proofs, can this reciprocal relationship also be scientifically proven? We think this is an extremely relevant question for sports managers, who need to know to what extent a high or very high investment in the squad is worthwhile and what precise effects on sporting success and also on corporate value can be expected. Sports managers also need to know how to deal with the possibility of external investors coming in. Therefore, the aim of this research paper is to investigate the relationship between the financial and sporting performance of professional soccer teams based on three parameters: Team value, sport performance and club wealth. By means of a qualitative content analysis, we investigate whether one parameter can act as an amplifier for the other and whether an overarching upward dynamic in the sense of a "virtuous" circle can be observed. Connections between sporting and economic aspects have of course already been investigated in many respects, which is why we can connect to a whole series of works. The aforementioned coexistence in top-level multimedia sports is widely acknowledged, as shown, for example,

by the findings of Carlsson-Wall et al, (2016), Dimitropoulos and Limperopoulos (2014), Dimitropoulos (2014), or even Szymanski (1998). A number of interdisciplinary studies are devoted to the question of how salaries and club revenues affect team success. Szymanski, in particular, excels in this area with several papers (Hall et al., 2002; Szymanski, 2002; Szymanski, 2003; Szymanski & Smith, 1997) - as do Ferri et al., (2017) and Forrest and Simmons (2002). Pinnuck and Porter (2006) turn the question around and analyze the impact of sporting performance on financial success in different thrusts such as the number of spectators, club memberships and marketing revenues. Not to be forgotten are another group of papers that focus - as we will analyze in more detail later - on the impact of sporting performance on the stock market performance of the respective clubs or countries - and the resulting revenues (for example, Aygören et al., 2008; Berument et al., 2006). This is also a relevant question for the soccer market, where more than 30 professional clubs are listed on the stock exchange worldwide. We want to answer this question with a qualitative content analysis based on various secondary data. We collected financial data and data from sporting results for the period from 2015/16 to 2019/20, comparing the results of 13 national clubs (Germany) and 20 clubs playing internationally (UEFA Champions League and UEFA Europa League). The results show very positive effects between the three parameters. We were able to demonstrate very strong correlations among the national clubs, and internationally the correlations were still very significant - but somewhat weaker (correlations of β between 0.78 and 0.97). The difference between the national and international samples was particularly demonstrated by the regression analyses: Nationally, the correlations ranged between 64% and 88%, internationally between 43% and 58%. The virtuous circle provides us with a very valuable insight into the mechanisms in professional team sports and enables good forecasts for the development of clubs: valuable squads very likely ensure better rankings, which in turn evoke higher revenues and increase the respective club wealth. The higher these are,

the more the clubs should ultimately invest in their respective squads again, which indeed seems to close the circle, and we can confirm the existence of a virtuous circle. However, with different impact: Especially on the international evaluation we found stronger deviations than on the national level. We conclude that international competitions can act as a booster for rich clubs in particular, in that sporting success there leads to an above-average increase in enterprise value, which in turn has an above-average impact on team value and then on sporting success. This in turn has extremely positive effects on performance in the national context, which is why these clubs are often at the top of their leagues in the long term and regularly qualify for international competitions. In this context, one could also speak of a second virtuous circle - when national and international effects cross-fertilize each other. Taking this idea a step further: The reciprocal effects between national and international performance suggest that both levels not only cross-fertilize each other, but are also dependent on each other in the same sense - at least in one direction: International competitions can make clubs more successful and glamorous in every respect, but they are inconceivable without their national competitions, which shape them in every respect.

LEVERAGING SPORT SCIENCE AND TECHNOLOGY TO OPTIMIZE RETURN ON INVESTMENT: IMPLICATIONS FOR BOTH ATHLETES AND FANS

Shawn Arent

University of South Carolina, United States of America

As more high-level teams have begun to recognize the importance of sport science for athlete health and performance, many have implemented it without systematically thinking about key aspects that can maximize impact on the organization. A well-designed sport science program has the capability to incorporate evidence-based technology to optimize health, longevity,

performance, and overall experience for the players as well as provide objective data to help in workload management and on-field product. When done appropriately, this has the potential to make a significant, positive financial impact on the organization. The realities of COVID have highlighted the importance of proper health and return-to-play evaluation. Simultaneously, the same technology and improved on-field product can be used to improve the fan experience and provide metrics that create greater fan engagement and interaction. By providing data insights on the athletes, fans will be able to appreciate the extent of elite human performance, the quality of the product produced by their team, and even coaching and management decisions. This presentation will focus on these often-overlooked aspects and discuss ways that teams can leverage sport science and technology to enhance financial impact for the organization while providing a long-term model for success, fan impressions, and team image for marketing and player recruitment strategies. Methods to create buy-in and synergy across departments will also be explored.

MASS GATHERING SPORT EVENTS AND THE SPREAD OF INFLUENZA: AN ECONOMETRIC ANALYSIS OF JAPANESE PROFESSIONAL SPORT

Hiroaki Funahasi¹, Alexander Cardazzi², and Nicholas Watanabe³

¹Chukyo University, Japan; ²West Virginia University, United States of America; ³University of South Carolina, United States of America

With the outbreak of the coronavirus pandemic (COVID-19) beginning in 2019, there has been increased attention on the potential impact that mass gathering events (MGs) may have on the transmission of infectious diseases. Notably, during the early stages of the pandemic, a number of sporting events around the world were identified as “super-spreader” events, which were blamed for increasing the transmission of COVID. For example, the Champions League

matches held in March 2020 were considered as one of the potential sources for the spread of the contagion, as spectators traveled in-mass between countries, and then attended matches in close quarters. From an academic perspective, there is a burgeoning literature focused on the impact that sporting events may have on public health. Notably, Stocker et al. (2016) developed the seminal paper in this lineage of research which utilizing flu mortality rates in the United States (U.S.) and their relationship to National Football League (NFL) contests. Specifically, they found that when a team appeared in the Super Bowl, the flu mortality rate for individuals over the age of 65 living in the home city of those team increased by around 18 percent. More recent work by Cardazzi et al. (2020) examined long-run flu mortality and the transition of sport teams between different regions in the U.S. Overall, the findings from this research found that having local sport teams could potentially increase the influenza mortality rate within a local area from 4 to 24 percent. As such, the research findings not only suggest that large-scale sporting events may be a site of disease transmission, but that hosting sporting events could present negative externalities to the local community in regards to human health. Considering these previous studies, the current study attempts to advance the literature by examining seasonal flu data from Japan to consider whether sporting events potentially increase the transmission of disease. That is, where previous research (Cardazzi et al., 2020; Stocker et al., 2016) has primarily focused on increases in mortality rates, this study contributes to the literature to be one of the first to examine whether sporting events can be tied to the transmission of disease. To do this, we utilized data provided by the Japanese government on flu transmission by prefecture reported by sentinel clinics that measure the incidents of various diseases around the country. By matching this information with data collected from the Nippon Professional Baseball (NPB) League, we are able to examine whether the presence of a large-scale sporting event and the number of spectators has an impact on local-area influenza transmission. Specifically, the findings from our estimated models suggest that for every NPB game held, there is

a corresponding increase of about 0.18 flu cases at sentinel clinics in that prefecture for the next two weeks, which is equivalent to around 400 extra influenza cases per game. These findings not only extended the academic literature examining the potential negative externalities of sport, but also have important policy implications in regards to the hosting of mass-gathering events.

IMPACT OF COVID-19 PANDEMIC ON FRENCH MEN'S PROFESSIONAL SPORT

Carin Yann

URéPSSS University of Lille, France

This research analyses the economic effects of Covid-19 on the three major French men's professional club championships (football, basketball and rugby). This research aims to better understand the economic model and its evolution over a long period (2008/09 to 2018/19) and the economic effects of the Covid-19 crisis on the finance of those three French men's professional championships? The concept of economic model could be characterized by the structure of its revenues - and who finances them - by the structure of its costs and by the operating income (profit or deficit) that emerges (Andreff & Scelles, 2016). Two archetypes have been identified to describe the economic model of professional sport clubs (Andreff & Staudohar, 2000). Nevertheless, this approach seems inadequate to define economic models because the analysis is only based on the clubs' revenue and should add the two other dimensions identified by Andreff and Scelles (2016): cost and financial performance. Professional team sports clubs are facing two types of crises. The first is an endogenous crisis, the second is exogenous where clubs have had to overcome the impact of the economic cycle or recession, either in the banking sector and financial markets (the subprime crisis) or as a result of a viral pandemic (the Covid-19 health crisis). The potential effects of Covid-19 on French 3rd and 4th division football clubs (Carin & Andreff, 2020) concluded that these clubs would be in a better

economic position to cope with the recession triggered by Covid-19 than during the banking subprime crisis. Horky (2021) studied the economic model of professional leagues in Germany to show how much hockey, basketball and especially handball need spectators. Ratten (2020) shows how entities in the sports sector, in order to cope with the impacts of the Covid-19 crisis, can adapt their business models to changing environmental conditions. Hammerschmidt et al. (2021) sought to examine how and by what means professional football clubs in Austria, Germany, Sweden, Switzerland and the Netherlands reacted to the Covid-19 crisis. In contrast to previous authors, their results show that professional clubs are in a wait-and-see position. Relying on a privileged access to the financial data of professional clubs in the two top tier divisions, the breakdown of revenues, expenses and financial performance is examined over the 2008/09 to 2018/19 period. Short-term economic effects of Covid-19 are measured over the 2019/20. The Covid-19 crisis, at least in the short term (2019/20 season), has affected revenues and expenses. With the close down of the championship, the main revenue sources have significantly decreased while the main expense sources have decreased as well. The main result shows that government measures have replaced recurrent shareholder support in professional sport. Given the possible recurrence of crises that clubs may face, the federation and the leagues would be well advised to develop a real competence in crisis management within professional clubs.

POLITICAL ECONOMY AND CHINESE PROFESSIONAL FOOTBALL: A CASE OF GUANGZHOU FC CRISIS

Hongxin Li¹ and John Nauright²

¹Zhengzhou University of Light Industry, China;

²Mount St. Mary's University, United States of America

In the twenty-first century, sport is more closely linked with the political economy of different nations

and regions (Nauright & Pope, 2017). Due to economic reform and the opening-up policy, China became an economic center and emerged as the largest single target market of many major international sports. Over the last decade, the Chinese Government has been taking football as an instrument to improve the country's soft power (Chadwick, 2015; Nauright, 2015). Additionally, clubs in the Chinese Super League (CSL) often import world-class players from Europe, and some private companies from China have purchased majority and minority ownership in European football teams (Izzo & Belpassi, 2018). However, since 2020, some Chinese football clubs have been disqualified from professional leagues due to financial difficulties. Moreover, Guangzhou FC, China's most successful football club, is on the verge to collapse because of its parent company's financial crisis. Political economy in sports examines the extension of capitalism's production-consumption relations to analyze the connection between sport development and politics and economics (Schimmel, 2005). Football, as the world's most popular sport, was among the first sport to respond to globalization (Giulianotti, 2005), and it has been related to regional and global political economies for a long time. In this study, by adopting Giulianotti's (2005) theoretical framework, we attempt to use Guangzhou FC's financial crisis as a case, to examine the interaction between the "new political economy of football" and the CSL clubs in China and better understand the development of professional sport clubs in new markets. Thus, the following research question was proposed: RQ: How do the actors within Chinese professional football navigate the CSL to maintain development in their political economy context? To answer the research question, a qualitative case study was applied and multiple data collection strategies were employed. The primary data were gathered from semi-structured, in-depth interviews with key stakeholders in the area of Chinese professional football, and secondary data were collected via archived documents from numerous sources. Data analysis followed the inductive grounded theory approach, wherein we identified

first-order concepts, second-order themes, and aggregate theoretical dimensions (Gioia et al., 2012). Preliminary findings suggest that there were several factors that impacted the development of professional football clubs in China, and the CSL clubs has framed a development model with the opportunities and pressures in their political economy context. Policies from the state central financial department and the Chinese Football Association (CFA) brought problems to the CSL clubs. On the other hand, local government and state companies helped rebuild the market orders for professional football clubs in China. After a decade of rapid growth, the pace of football development in China has been slowed down due to many reasons. Running football clubs with cash-burning and failing to build youth training is not an appropriate way to develop professional football in emerging sport markets. Stakeholders should adjust to the political economic environment to maintain the development.

A STUDY OF THE ECONOMIC IMPACTS OF THE ROAD RUNNING RACE – THE EXAMPLE OF THE TIANZHONG MARATHON

Kevin Yu Huang

National Tsing Hua University, Taiwan

Festivals and events, including sports events, were staged for the sustainable development in many cities. Various studies emphasized the socio-economic significance of these events for these host communities. Earlier works pointed out that smaller sporting events do not request large capital costs, and they may have more influence on locality. As a result of an increasing population of running, numerous running races were staged in Taiwan. These road running races are viewed as a vital strategy for many cities to attract out-of-town visitors. To elaborate the economic influence of the road running event on this host community, the purpose of this study was to investigate the economic impacts of Tianzhong Marathon. Economic impact can be defined as the net economic change in the income

of host residents that results from spending by visitors from outside the community. It is fair to say that the economic influence by these sporting events brings additional income and job opportunities to relevant business sector. The input-output model assumes the interdependencies between different sectors of a national economy and thus it can estimate the economic impacts of the economic activities in a sector on the other sectors. A regional I–O model was adopted to derive multipliers of tourism sectors for the host region in terms of output, income, value added and employment. Meanwhile, economic impacts of output, income, value-added and employment are obtained for both the host region by multiplying tourism multipliers for the host region by total expenditures for the township. A total of 696 out-of-town participants completed the economic impact questionnaire, which included three sections: (a) event-related travel information, (b) consumption, and (c) demographic information whereas 618 (88.8%) were valid. The total spending by the non-local runners reached 1.1 million USD. The expenditures by the organizers totaled 0.6 million USD and induced an output of roughly 1 million USD, which is about 1.6 times of the initial expenditures. The total economic impact was very close three million USD which came from three major areas; 1.8 million USD of spending by the event organizer as well as respondents, 0.7 million USD for the income effect, 0.39 million USD of additional corporate revenue. Compared with other major events/festival in the host county, this marathon created the most economic impact on a single day basis. This study also supported the argument that the economic effect of the running race was more significant in urban regions, rather than metropolitan areas. The spending by the non-local runners was very different from by the event organizer's spend. The former contributed to more meal services/hotel-related/shopping sectors whereas the latter focused on the secondary industries-related. This study also presents some suggestions for the event organizers and academic community in the future.

HAVING COMPETITIVE BALANCE OR NOT: A CRITICAL ISSUE FOR CHINESE PROFESSIONAL SPORTS LEAGUES

William Weizhe Li, Troy T. Zhao, and James J. Zhang

University of Georgia, United States of America

Asian professional sport league marketplace has received much global attention in recent years due to its rapid economic growth and large population (Guillaume & Nicolas, 2010). Compared to well-developed professional sport leagues in western countries, Chinese sports are under infancy of professionalization and industrialization (Han, 2018). From late 20th century, Chinese sport industry has gradually been reformed from having authoritarian government administrative management to adopting incremental market-oriented operations (Han, 2018). Over this time period, China has established several professional sport leagues, such as the Chinese Super League (CSL) and the Chinese Basketball Association (CBA). However, they are still in the early stage of commercialization. The profitability of these professional leagues is minimal if at all. Their governance and regulation systems are still going through learning, transformation, and even revolution. The distribution and mobility of talents in these leagues are not "healthy" due to the strong ties between clubs and local governments and the lack of well-developed player drafting and trading regulations (Yan & Yang, 2016). Overall, the competitive balance mechanism in these leagues is rather flawed, such as lacking revenue sharing, salary cap, and geographical distributions. While Chinese professional sport associations have mainly used administrative means to discipline clubs for conducting inappropriate and unreasonable competitions, few institutionalized policies and enforcement protocols exist and the effectiveness of mere administration interventions is minimal (Xue, 2011). In this regard, learning from the more successful professional sport leagues such as the NBA appears necessary. Seeing the merits of systematically applying the competitive balance concept in western sport leagues, increasingly more scholars are

exploring the potential of adopting this idea into Chinese professional sport league management. However, to date a majority of previous studies have merely imitated Western scholars' mathematical and statistical models for quantitative analyses. Almost exclusively, the findings of these studies reveal that there is strong competitive unbalance among the teams within any of the Chinese professional sport leagues. More in-depth questions, such as 'what areas are lack of competitive balance?' 'how to address the lack of balance?' and 'how best to distribute athletic talents' are rarely investigated. Through conducting a comprehensive review of literature, this presentation is purported to examine the necessity and significance of applying competitive balance in Chinese professional sport leagues, identify administrative obstacles that constraint the direct applications of a widely-considered prudent concept that is established mainly in the U.S., and discuss critical issues to be iron out for effectively implementation of viable competitive balance principles that can be utilized by Chinese professional sport organizations to enhance the quality of their game products and services.

THE IMPACT OF ACCUMULATED INTANGIBLES ON GLOBAL INEQUALITY BETWEEN THE JAPANESE PROFESSIONAL FOOTBALL LEAGUE AND OVERSEAS PROFESSIONAL FOOTBALL LEAGUES

Naoto Nonaka

Tokyo Metropolitan University, Japan

This research is aimed to understand the impact of intangibles on global inequality between the Japanese professional football league (hereinafter called "J League") and Overseas professional football leagues. Global Inequality is getting wider and wider today. The sports industry is not an exception. Especially, the professional football industry is a case of the anti-Kuznets hypothesis. Kuznets (1955) proposes that the more market develops, the less the inequality is. The gap in market sizes between J League and overseas

leagues has been widening and the transfer fees gap has been soaring. This gap consists of, not just the difference in the quality of their play, but also the gap in management between overseas leagues and J League. As a player's registration, an intangible asset, is recognized on the balance sheet, the recognition of intangibles by managers has a key factor in the above-mentioned gap. Intangibles are defined as off-balanced intangible assets. Thus, this paper has tested the relationship between strategies, intangibles, and financial performance in J League. Although Gerrard (2005) has shown results of empirical studies using the estimated transfer fee from the viewpoint of microeconomics, empirical studies about the relation of intangibles with sports management remain few. Kuznets (1955) and Milanovic (2016) are dealing with inequality problems, though those in the sports management area are relatively few. As for intangibles, though there are numerous researches, the research about the relationship between intangibles and sports management is quite little. By using the disclosure dataset of J League between 2005-2019 and the dataset of estimated transfer fees obtained from Transfermarkt.jp, this research has been conducted with panel data analysis. The following seven Hypotheses are tested;

H1 Sporting performance is proportional to human capital.

H2 Revenue is positive relation to sporting performance.

H3 Sporting performance is a trade-off relation to financial performance.

H4 Strategies affect human capital.

H5 Strategies affect financial performance.

H6 Local indexes affect strategies.

H7 Local indexes affect human capital.

As a result, except for H4, all hypotheses are supported. In J League, while strategies have effects on performance, strategies do not affect intangibles. Because J League has set the hometown system. This result indicates that the factor of the widening performance gap between J League and overseas leagues is traced to the intangibles. So far, Japanese clubs have regarded players' costs rather than assets. However, the football business model is Business to Business to

Consumer rather than Business to Consumer. This research has conducted empirical research on intangibles belonging to J League. From the results, intangibles of J League do not affect strategies, so J League do not consider human capital important for their strategies.

UPDATED MODEL FOR EVALUATING PRODUCTIVE EFFICIENCY IN PROFESSIONAL FOOTBALL LEAGUES

Jan Sima

Charles University, Czech Republic

Professional football has never been as much of a global phenomenon as it is today. In a world that is almost entirely connected by digital infrastructure, there are no longer real borders between countries or distances among clubs and their supporters. Thanks to television or internet broadcasts, football fans are able to watch all the important matches of their favourite teams, regardless of distance or geographic location. Moreover, clubs share various information with fans via websites or profiles on social networking sites. This precise development of the relationship between clubs and their fans inspired the author of this study to examine the effectiveness with which clubs achieve their set goals. The method of data envelopment analysis, based on linear programming, was used to determine the effectiveness. Data envelopment analysis is used to evaluate the effectiveness of organizations that, using more inputs, want to achieve more outputs. In the practice of professional football clubs, economic, sport, and social goals are pursued. Various approaches to this method were considered using the literature reviewed by Kulikova and Goshunova (2013). In particular, specific inputs and outputs were assessed with experts in the field. Interviews were conducted with the managers of seven first league football clubs in Germany, Austria, and the Czech Republic. The aim of these interviews was to propose inputs and outputs that would best reflect managerial experience and current trends in professional football. Unlike past studies,

which have been followed by the author, the potentiality of a local support group was not taken into consideration. For instance, Haas (2003) includes among input values the population of the clubs' "home town" (abbreviated in the chart as "home town population"). However, the author of this study claims that the power of social networking sites, which are mostly used by large clubs primarily to increase the worldwide number of fans, as well as the sponsors' interest and financial profit, logically leads to suppressing the influence of local supporters. He therefore proposes to eliminate this input completely. Instead, he suggests including an increase of the number of fans following a club on social networking sites among the outputs.

A VEHICLE TO DELIVER COMPETITIVE BALANCE? THE CASE OF THE EUROPEAN SUPER LEAGUE

Daniel Plumley, Rob Wilson, and Girish Ramchandani

Sheffield Hallam University, United Kingdom

In April 2021, twelve of the richest football clubs in European football announced the creation of a new European Super League (ESL). Structured as a semi-open competition and directly competing with the UEFA Champions League, the ESL promised millions in additional revenue to its founder members. Unanimously criticised in public, in this paper, we question whether the inception of an ESL could lead to greater competitive balance in domestic competitions, on the basis that ESL members would have to leave their home competitions. Our paper covers two main theoretical arguments: the economic model of a super league and competitive balance. Research to date on the ESL (see for example, Follert, 2019; Solberg and Gratton, 2004) has debated the ideal format using theoretical concepts from both the American model and European model for professional team sport. These include a promotion/relegation system, the optimum number of participating teams and the simultaneous participation of clubs in the ESL and domestic leagues.

Competitive balance studies feature heavily in American (Salaga & Fort, 2017) and European (Ramchandani et al., 2018) team sports, with two distinct strands of literature: (1) analysis of competitive balance (ACB) focusing on trends in over time or as a result of changes in the business practices of sports leagues; and, (2) competitive balance that analyses its effect on fans, i.e., which tests the longstanding uncertainty of outcome hypothesis (UOH) (Fort and Maxcy, 2003). In this paper, our focus is on ACB. We analyse league data from the top five leagues in European football between 2010/11 and 2019/20. We then remove the teams due to compete in the ESL project of 2021 (and selected others) and their results against other teams to test for any differences in competitive balance. We use recognised measures of competitive balance, including concentration and dominance, to measure the competitive balance of leagues with all teams included and with ESL teams removed. Statistical measures are included to recognise any significant findings. Our results show that all five leagues are more balanced with the removal of the ESL teams. Additionally, all leagues would have seen a greater number of unique

title winners. This situation appears to be more pronounced in the case of the English Premier League, but all leagues showed statistical significance. If an ESL were to happen, we offer four main points of discussion including the need to restructure domestic leagues, the impact of future television broadcasting deals in domestic leagues, the legal implications of a ESL, and the issue of the ESL being a direct competitor to the UEFA Champions League. In the past, breakaways were driven by collective influence, with all clubs agreeing that a new competition structure was required. The modern day 'breakaway' or 'super league' concept is quite different and driven by individual clubs as opposed to collective action. While the ESL idea might have failed on this occasion, we expect it to resurface in the future and we argue that it will remain a critical governance issue for several domestic leagues and their clubs. As such, this paper serves as a timely contribution to the field, both as an academic contribution but also as a paper that has policy and governance implications for the domestic leagues and UEFA.

INNOVATION PRODUCTION AND SPORT MEGA EVENTS: TOWARDS A FRAMEWORK

Ted Hayduk¹ and Todd Jewell²

¹New York University, United States of America;

²Texas State University, United States of America

Perceived future market expansions can incentivize economic actors to engage in more innovation activity (Moran & Queralto, 2018). Thus, research proposed that sport mega events (SMEs) can generate innovation outcomes in host-regions (Kaplanidou & Karadakis, 2010; Kaplanidou et al., 2016). In essence, host-region actors must develop and combine greater amounts of various resources in a time-constrained environment in order to deliver the event successfully (Håkansson & Ford, 2002). This process can stimulate change, build new business competencies, and enhance the region's innovative capabilities (Kaplanidou & Karadakis, 2010; Preuss, 2007; Spilling, 1996a, 1996b). Despite the attention to this line of inquiry, important gaps in knowledge remain. Most work addresses the influence of SMEs on business networking and relationship-building (Kaplanidou & Karadakis, 2010; Kaplanidou et al., 2016), but presupposes that such relationships matriculate into monetizable innovations. Moreover, extant research utilized a case-study approach given the unique characteristics of individual host locations (Kaplanidou et al., 2016; Spilling, 1996a, 1996b). While the rich insights have proven valuable, generalizability has been limited. Scholarship has yet to build a generalizable model of how SMEs affect host-nations' technical knowledge, which is critical to innovation efforts. To address these gaps, this paper examines the relationship between SMEs and host-regions' innovation production. This is an important relationship worth examining because of the centrality of innovation to economic development (Baumol, 1968; Spencer et al., 2008; Wennekers

& Thruik, 1999). If SMEs produce an influx of innovation-critical resources like technical knowledge (e.g., Kaplanidou et al., 2016), it stands to reason that a country's residents may wind up better off in the long-run, as firms and governments use innovations to create new products, optimize production processes, and synergize value chains. The result of these processes can lead to outcomes that improve the lives of consumers and residents. The paper investigates the relationship between SMEs and host nation innovation production. To do so, it leverages a panel dataset of 19 host nations' patenting activity in the years pre- and post- 43 SMEs. From this investigation, the paper contributes to the empirical work examining SMEs' effects on innovation and entrepreneurship (e.g., Hayduk, 2019, 2020; Spilling, 1996a, 1996b; Kaplanidou et al., 2016). The results document disparate effects between Developed and Developing nations, which aligns with prior work in this area. Additionally, discernable trends in innovation production around the time of a SME was only distinguishable for two Developed nations, which along with several other Asian nations were experiencing a prolonged phase of trade liberalization, economic diversification, and policy reform. It is deduced that these larger macroeconomic conditions were primarily responsible for increases in innovation production efficiency, not the hosting of SMEs. These findings reinforce the difficulties of modeling innovation production as a function of hosting a SME, and question the claims made by event boosters and some academic work in this area. In a broad sense, the paper adds more depth and context to the discussion of SME-driven innovation, suggesting the need for more nuanced frameworks in this field.

OPEN FOR INNOVATION: EXTERNAL LINKAGES AND INNOVATION IN A MEGA SPORT EVENT ORGANIZING COMMITTEE

Becca Leopkey¹, Kristina Hoff¹, and Dana Ellis²

¹University of Georgia, United States of America;

²Laurentian University, Canada

External linkages occur when organizations establish relationships with outside entities to enhance the resource optimization of both parties (Breschi & Lenzi, 2015). Arguably external linkages have therefore benefited mega sport event organizing committees as a result of their dependence on external stakeholders (Parent & Deephouse, 2007). The literature also illustrates a positive connection between fostering external linkages and enhancing an organization's innovation capacity (Chesbrough, 2003). Yet, little is known about innovation in mega sport event organizing committees from an external linkage perspective. The purpose of this study is therefore to examine the relationships between external linkages and innovation in mega sport event organizing committees. This study aims to answer two research questions: (1) What external linkages facilitate innovation in a mega sport event organizing committee? (2) How does a mega sport event organizing committee establish external linkages? Open innovation holds that innovation should not be purely an internal matter. Organizations that are focused on only using internal resources to innovate are prone to missing opportunities to harness additional resources (e.g., knowledge, technology, and time) from external actors (Chesbrough, 2003). Thus, those seeking to implement innovative initiatives should establish external linkages to enhance their innovation capabilities. Based on these fundamentals of open innovation, this perspective can provide useful insight on external linkages and innovation in mega sport event organizing committees. An Organizing Committee for the Olympic Games (OCOG) serves as a beneficial unit of analysis as the International Olympic Committee's (IOC) Agenda 2020+5 calls for host OCOGs to consider innovation in developing the Olympic Program (IOC, 2021). A case study focusing on the 2024 Paris

Organizing Committee for the Olympic Games (POCOG) was used for this project. POCOG was selected because it is the first OCOG to create an innovation working group as part of its institutional structure (POCOG, 2018). Data are in the early stages of collection and analysis. Publicly available documents (e.g., online news reports, official IOC documents) and interviews with key informants from POCOG (n=5) have begun. A general content analysis of the data will be completed using qualitative software program Atlas.ti. Initial findings suggest POCOG established external linkages with local and global entities to assist them with implementing various innovative initiatives. It is expected that this study will make practical and theoretical contributions by illuminating how external linkages can help sport event organizers enhance their innovative capacity and advancing sport event scholarship by using open innovation as a unique lens to enhance our understanding of innovation in a mega sport event organizing committee context.

STRATEGIC MANAGEMENT IN SPORTS – HOW THE EUROPEAN NATIONAL OLYMPIC COMMITTEES ARE MASTERING THE CORONA CRISIS

Kim Joshua Schu and Holger Preuss

Germany Johannes Gutenberg University Mainz, Germany

This research addresses the question “How are strategies being developed within European National Olympic Committees to tackle the impact of the corona crisis?” and “Which actions proved to be most effective in doing so?”. In a qualitative approach we use 5 NOC case studies (Yin, 2014) to show how strategies (Müller-Stewens & Lechner, 2011; Schneider et al., 2007) coping Corona are developed in various European NOCs. Five semi-structured interviews were conducted with high NOC representatives. Their interviews were subsequently transcribed and analyzed using qualitative content analysis according to Mayring

(2015). Thus, we found overarching patterns, but also differences within the NOCs regarding their strategic crisis management. We were also able to model an ideal strategy development process (Lanzer et al., 2020). By taking particular account of the theoretical background and the empirical findings of the study and based on the findings of the individual case description as well as the cross-case analysis, we found six concrete and practical recommended actions for NOCs. These can help the organizations to better cope with the existing COVID crisis or other upcoming crises. The six recommendations are: act strategically, cultivate relationships, act as an entire organization, monitor the environment on a regular basis, drive forward digitalization and consult experts. The knowledge gained, and in particular the recommended actions generated, can now be used by the NOCs to act more quickly and efficiently in crisis situations. The research work was conducted within the framework of the RINGS project, which aims to develop and modernize strategic management of National Olympic Committees in Europe. The tools and outputs developed in the project will equip and support the NOCs in their daily operational management and thus improve their governance (RINGS, 2021). As a result, a strategic handbook will be designed by Prof. Preuss and his team to support the NOCs in terms of strategic management. The findings of this research can be used for all NOCs worldwide.

LARGE SCALE SPORTS EVENTS – ARE THEY WORTH THE MONEY? IF SO – WHY?

Harry Arne Solberg and Jon Martin Denstadli
NTNU Trondheim Business School, Norway

The hosting of large-scale sports events can create ‘psychic income’ such enjoyment of the festival effect, feeling of pride, and unity among the residents (Howard & Crompton, 2005, p. 161). For many people, such feel-good factors are more important than the economic benefits (Crompton, 2004; de Nooij & van

den Berg, 2018). These impacts have character of public goods, which means they are non-exclusive and non-rivaling in consumption (Samuelson, 1955). This research measures how the residents in the city of Bergen, Norway assessed such impacts from hosting the 2017 World Road Cycling Championship. The event was supported financially by both by the national government and the local municipality. Additionally, other stakeholders in the public sector (e.g., the Police) also spent substantial resources on it and which they had to cover themselves. Therefore, hosting the Championship had alternative costs. This makes it necessary to compare the Championship with other events when considering its socio-economic value. Further, residents will find it difficult to put a monetary tag on off events they are unfamiliar with. Therefore, the respondents were asked to grade their WTP for the cycling championship and similar major sports events in terms of earmarked taxes, but also on other non-sports events that had been hosted regularly in Bergen and which they therefore were familiar with. The survey included a hypothetical referendum on whether to host the championship or not. Additionally, the respondents also graded to what degree the championship was worth the money. The empirical data were gathered through a panel survey of residents in Bergen and 12 neighboring municipalities. It included a pre-event survey in August 2017 (one-month before the Championship with 702 respondents), while data for the post-event surveys were collected in October 2017 (450 respondents), October 2018 (192 respondents) and February 2021 (192 respondents). The data showed an increase in yes-votes from 31% in the pre-survey to 44% in the last post survey, and a reduction in no votes from 52% to 35%. Further, a question where the respondent graded whether they found the championship worth the money showed higher values in the post-event surveys, with the highest figures in the October 2017 data. The WTP for the cycling championship and similar major sports events increased, both nominally and relatively compared to the other events. Whereas sports events were ranked third in the pre-event survey, it was ranked first in all the post-event surveys. It is worth noting that all

events climbed nominally in terms of WTP from the third to the fourth survey. One reason for this can be that the COVID regulations may have increased people's hunger for events. The regressions showed that the enjoyment of the festival effect and pride from hosting the Championship caused the strongest positive effect, both on people's WTP and the referendum. People in Bergen were more positive than those living in neighbouring municipalities. Similar patterns characterised the regressions where the respondents graded to what degree the championship was worth the money.

QATAR OLYMPIC AND SPORTS MUSEUM - ACTIVATING A NATION

Trevor Smith and Abdulla Al Mulla
Qatar Olympic and Sports Museum, Qatar

The Qatar Olympic and Sports Museum will open its doors in the spring of 2022. Whilst much of its content tracks and records historical moments, contains rare artifacts, and celebrates outstanding sporting achievements, its biggest gallery is dedicated not to the past, but to the future. The Activation Zone offers visitors the chance to explore and understand their own physical literacy by engaging with unique digital and mechanical interactives to create a personal profile and learn which sports or physical activities might suit them. They can even download an app which will connect them to clubs and facilities in Qatar where they can access those activities. Through this we intend to help all our visitors to make a positive decision to engage more with sport and physical activity. QOSM is so committed to the concept of physical literacy that it has partnered with the International Physical Literacy Association (IPLA) to establish a centre for physical literacy research, promotion, innovation, education and implementation, which it hopes will become a beacon for the entire region. Its education and community resources and programmes aim to establish the principles of physical literacy across schools, commu-

nity sport, health promotion and community development settings. This partnership is already active with through a joint research project with HBKU, QU and Northern State University (USA) which is the subject of another presentation at this conference. This presentation will outline the contents and objectives of the Activation Zone and its mission to "activate the nation".

FUTURE OF SPORTING EVENT MANAGEMENT IN POST-PANDEMIC: CHALLENGES AND IMPLICATIONS

Shamma Aldosari
DI, Qatar

This study focuses on assessing the future of sporting event management in the post-pandemic era by evaluating current challenges and implications. Covid-19 is an immature territory. Therefore, this study adopts qualitative methodology to explore the impact of the virus on the sporting event management industry. For analysis, this study uses various online sources such as journals, newspaper articles, governmental and non-governmental reports. This study uses stakeholder management theories, resourced-based-view, and coordination theory to investigate the impact of Covid-19 on the future of the sports event management industry. It is proposed that independent variables such as athletes, sponsors, media, volunteers, spectators, government and suppliers, financial resources, technological resources and employees, and organizational structure positively/negatively impacting the success of sports event management organizations. Data analysis demonstrates that Covid-19 related restrictions such as social distancing, masking, and prohibition of hospitality in stadiums affect every stakeholder in the sports event management industry. Sports management organizations face financial hardship for various reasons, such as losing match day and income from broadcasting rights revenues. Empty stadiums also cause a psychological impact on players

impacting their performance. Therefore, findings suggest that stakeholder management is a crucial challenge for sports event management organizations. Results also indicate that employees and technologies are vital to the success of sports event management organizations both during and in the post-pandemic era. This study recommends using a flexible organizational structure because it will ensure involving every stakeholder in the decision-making process and encourage innovative corporate culture.

TRANSPORTATION SENSITIVITY ANALYSIS FOR QATAR'S 2022 WORLD CUP: CHALLENGES AND REMEDIES

Brenno Menezes¹, Mohammed Yaqot¹, Robert Franzoi¹, Karim Rezk², and Kamilla Swart¹

¹Hamad Bin Khalifa University, Qatar; ²Gothenburg Trading and Contracting, Qatar

Qatar's 2022 World Cup imposes challenges for the coordination of crowds before, during, and after the games. This will be especially complex in the first stage of the competition, when four games are scheduled per day. For the first time in sports history, the entire FIFA World Cup will be held within the same metropolitan area, similar to the Olympic Games. However, different from the multiple sports competitions with representatives of most of the countries worldwide as in the Olympics, the soccer tournament in World Cups includes 32 qualified countries competing in a reduced number of games that involve massive amounts of people (e.g., between 50 to 80 thousand people in the same stadium). For all previous FIFA World Cups (e.g., Russia 2018, Brazil 2014, South Africa 2010), the games were spread in the whole country, so that four games have never occurred in a single city, adding an additional wave of around half a million spectators commuting around the city as it is going to be seen in Qatar's 2022 World Cup. This work aims to determine the challenges and remedies to avoid bottlenecks in the transportation assets in Doha and surroundings that connect 8 stadiums with

metro lines and buses. Capacities and networks of the transportation modes (metro lines, buses, cab companies, ferry boats, etc.) conjugated with the timetable of the games and expected number of spectators will be simulated and optimized using several assumptions to determine sensitive analyses based on what-if case scenarios. This is expected to properly guide governmental entities to be better prepared for the never-seen raise in the number of people within a single metropolitan area during a World Cup.

LEVERAGING MAJOR-SPORTS' SUCCESS TOWARDS HOSTING WORLD'S MEGA-SPORT EVENTS: A QATAR 2022 OUTLOOK

Mohammed Yaqot, Sarah Hassaan, and Brenno Menezes

Hamad Bin Khalifa University, Qatar

With Qatar's heavy investments in diversifying its economy through the sports sector, the Middle Eastern nation has managed to secure its place as a leading focal host and become a premier global sports event destination. Famous for the hosting of the 2006 Asian games mega-event, Qatar is also well-known for its accommodation of major international events such as the IHF World Men's Handball Championships in 2015, the FIFA Club World Cup Qatar 2020, FIFA Arab Cup 2021. The country managed to maintain its position as an annual host to prestigious events like the ExxonMobil Qatar Tennis Championship and the CHI AL SHAQAB competitions. To remain among first-rate sports hosting countries, Qatar needs to sustain its successful hosting track records. This study aims to identify the successful dimensions and their impacts on the community of host countries to help build a roadmap that will aid in hosting future events in Qatar. The various sports events sponsored by Qatar are segregated into two categories, 1) major sports events and 2) mega sports events. There are distinguishing differences between both in the size of participants, number of visitors, capital investments and planned budget, broadcasting rights, and the long-term impacts on the

community in terms of economy, society, and the environment, known as circular economy ideologies towards sustainable development. This paper will focus on sports events hosted locally and globally in the last five years and classified as major sporting events. Based on a critical review of these events, common existing elements would be identified, and key indicators shall be investigated to discuss their impact on their communities. These are then mapped onto three specific mega sports events (FIFA World Cup Russia 2018, FIFA World cup Brazil 2014, and FIFA World cup South Africa 2010) to help measure their impact factors during and post the events. From such a scenario, a roadmap will be proposed to leverage hosting major and mega sports events by identifying the most challenging factors and ways to overcome them due to other factors' role in supporting said dimensions. The results would be used as proposed future agenda and recommendations to support Qatar's government strategies as an international sports destination. A significant incentive for rising nations like Qatar is to use mega-sport events as a rostrum to create a sustainable impact that extends beyond the event itself.

DEVELOPING AN INTERNATIONAL HOST VOLUNTEER PROGRAM FOR FIFA WORLD CUP QATAR 2022

Mohamed Aziz Ayouni, Kamilla Swart, and Matt Brown

Hamad Bin Khalifa University, Qatar

The FIFA World Cup Qatar 2022 is expected to launch the largest activation and engagement of volunteers in the history of Qatar. More than 371,000 people registered as part of the Supreme Committee for Delivery & Legacy's (SC) Volunteer Programme since 2018 when the body first launched the programme. As the FIFA World Cup enters the Arab world for the first time in history, the body looks forward into recruiting and engaging 20,000 volunteers. The programme's goal is to serve the mega event with volunteers from different nationalities and cultures, as well as to build

and empower the country's volunteer culture that can help its national events for the years to come. Bearing these goals in mind, the body launched the Host a Volunteer Programme (IHVP) that which aims to host international volunteers and at the same time address one of the major challenges for any World Cup; the accommodation shortage. The IHVP is part of the overall 2022 Integrated Volunteer programme for a successful delivery of the FIFA World Cup 2022 and for the legacy of Qatar. The programme intends to engage the local population and expats in the delivery of the World Cup, provide accommodation options for international volunteers selected for the IHVP, and showcase Qatari and Arabian renowned hospitality to international volunteers and the world. With more than 5,000 international volunteers expected to take part in the first mega sporting event in the Arab world, the SC needs to have a clear understanding of Qatari's and expats' attitudes to host volunteers from around the world and what factors should be considered for the implementation of this program. Thus an exploratory investigation was undertaken, with the aim of assisting the development of this programme. A quantitative study was conducted; utilizing a survey comprising of open-ended questions in order to assess whether residents are willing to host international volunteers for the World Cup, factors that should be considered and support that would be required. During this first phase of the study, a purposive sample of those working in football and associated organisations (i.e., the football family) were targeted and distributed in consultation with SC; with 144 respondents completing the survey. The main findings of the study revealed that although most respondents have a positive perspective in hosting international volunteers, significant factors affect their decision in becoming a host. These factors include trustworthiness of the volunteer and how safe the host feels about them, habits and religion of the volunteer, and whether they have disability. The hosts also require information about the volunteer's transportation, food and support services, and information on financial support. Difference in language and certain country of origin also affects the hosts decision to accept a volunteer. These findings suggest that the

IHVP should launch workshops in order to inform and train possible hosts about different cultures and languages. Host training, therefore, is a must to support this significant program. Furthermore, SC are in the process of refining the survey instrument and considering to implement the IHVP with their current cohort of local volunteers in order to further inform the roll-out of the proposed program.

EXAMINING RESIDENTS' EXPECTED PSYCHIC INCOME FOR THE 2022 WINTER OLYMPIC GAMES

Hou Tingyu¹, Hahm Jeongbeom², and Hirotaka Matsuoka¹

¹Waseda University, Japan; ²Waseda University, South Korea

According to the National Bureau of Statistics (2020), the Chinese sport industry has a considerable scale with 2,948.3 billion yuan in 2019. As the capital of China, Beijing has a large population and a strong economic power. Since hosting the 2008 Summer Olympics, Beijing has been preparing for the 2022 Winter Olympics, which is expected to contribute to urban and regional construction. The tangible impact of mega events is subject to the periodicity of their holdings, which usually disappears gradually with the end of the event. Beyond the tangible impact, host residents also desire to enhance wellbeing and upgrade their daily life. It is imperative to explore the psychological benefits which the 2022 Beijing Olympics brings to residents. It provides a distinctive perspective to demonstrate whether investing a large number of public funds is worthwhile to obtain taxpayers' support, which could provide valuable information for event stakeholders. There are three purposes of this research: a) to figure out antecedents and consequences of psychic income of host residents in mega sporting events, b) to verify the scale assessing the psychic income scale of mega sporting events, and c) to fill the research gap in the relationship between psychic income and behavioral intention. Psychic income is very

similar to the social impact, which could be understood as one way to summarize the social impact from a psychological aspect. Crompton (2004) defined psychic income as the emotional and psychological benefit residents perceived they received, even though they did not physically attend sporting events and were not involved in organizing them. The psychic income scale in sport field has been continuously improved by scholars over the years. Previous studies showed that demographic characteristics and sport involvement influence psychic income (Gibson & Walker, 2014; Zhang, 2021). Recently, some scholars pointed out the psychic income could be related to behavior intention (Chen & Lin, 2021; Ghaderi et al., 2021; Liu, 2017; Zhang, 2021). Based on Gutman's means-end chain theory (1982) and Blasco (2020)'s study, this research is expected to explore the relationship between psychic income, word-of-mouth intention and supporting attitude in the context of the 2022 Beijing Olympics. To be specific, there are differences in the expected psychic income of residents by the heterogeneity of demographic characteristics. Furthermore, the expected perceived psychic income positively predicts word-of-mouth intention and supporting attitude. This research collects data before the 2022 Beijing Olympics through the Credamo, a Chinese paid questionnaire platform. A convenience sampling method is adopted, and the sample size is about 500 Beijing residents. The data is analyzed by SPSS 27.0 and AMOS 27.0. Multiple linear regression, exploratory factor analysis, structural equation model, multi-group analysis are conducted. Results and discussion will be presented at the conference.

THE IMPACT OF RESIDENTS' TRUST IN THE GOVERNMENT ON THEIR SUPPORT TO FIFA WORLD CUP 2020

Nusarath Mohamed Kutty and Othman Mohammed O Al Thawadi

Qatar University, Qatar

Hosting Mega Sports events like Olympics, FIFA World cup and commonwealth games is being regarded as one of the strategies to promote tourism. These sports events are expected to bring a lot of benefits to the hosting country. On the contrary, it could also bring certain negative impacts to the hosting country. The perceptions of the stakeholders regarding the positive and negative impacts of the mega event is an important antecedent for their support to hosting the event. Their perception on the negative impacts out weighing the benefits can adversely affect their support towards hosting it. The Hosting of a mega sports event requires the trust of all the stakeholders in the government's capability to host it successfully. Their trust in the Government depends on a variety of aspects including their previous experience with the Government's activities and thus generated confidence in its capability. The success of the hosted event depends on the support of the local residents to a large extent. Earlier studies claim that the hosting of a mega event is less likely to bring an economic benefit to the hosting countries. Studies have also found that some residents believe that the impact of hosting a mega event will have a negative consequence as they believe the financial resources that could be spent on enhancing the facilities of the country are extravagantly spent on a single event. The local residents' trust cannot be built in a single day. It is accumulated year after year through the Government's long-term vision as well as their proficiency in overcoming a negative consequence. This paper aims to examine the trust of the residents in the Government's ability to benefit from the event as well as their ability to overcome the negative impacts if confronted with. The research will basically depend on the primary data collected through a survey done among the residents of Qatar, including the Qatari citizens as well as other residents. The result will shed light on the level of trust the residents have placed on the Government and their consequent support for hosting the event.

THE IMPACT OF WORLD CUP 2022 ON THE INCLUSION AND DIVERSITY OF THE HUMAN RESOURCES POLICIES: PERSPECTIVE OF QATARI LISTED FIRMS

Ghassan H. Mardini and Osama Mahd

Qatar University, Qatar

Qatar will host a mega sporting event, namely, the Fédération Internationale de Football Association (FIFA) World Cup. The Qatari government will have invested of more than \$200 billion in real estate, development projects, economic and social infrastructure. The latter one will have an impact on many aspects of the country such as social and economic laws and regulations of the nation. From the social regulations perspective, the objective of this project is to contribute to understanding whether there is an impact of the World Cup 2022 that will be hosted by Qatar on the accessibility, diversity and inclusion of human resources policies of Qatari listed firms. It also highlights to examine the impact of COVID-19 on those policies in the light of World Cup preparations. In other words, we consider how the hosting of World Cup may affect social policies of Qatari listed firms. In order to address our objective, we will employ a qualitative approach, using a questionnaire survey of three themes (accessibility, inclusion and diversity). The participants are the Human Resources (HR) department, middle and top management of Qatari listed firms. The originality of the project is to examine the value of improving accessibility, diversity and inclusion within the World Cup preparations spanning period. Moreover, its novel approach to identify any obstacles or barriers remain in terms of implementing social improvements. This project contributes to knowledge and present social and policy implications. First, it provides a recent empirical evidence about the status quo of inclusion and diversity polices of the HR of Qatari listed firms. Moreover, it suggests solutions to the surrounding challenges related to such policies, which lead to formulate better views about possible improvements in the future. Second, it enhances the social awareness about the impact of the World Cup

2022 on HR policies, this leads to improve the sources of Qatar social capital and community. Third, it provides valuable insights to Qatari policy makers and regulators on how to monitor such practices that may aid to enhance HR regulations and policies within the nation. In general, we will draw the attention of the Qatari community, and policy makers on whether the World Cup 2022 may work towards making Qatar a truly accessible nation that is open and welcoming for all which concluded by the findings of the project through the perspectives of the Qatari listed firms. In order to address the project's objectives, we will employ a qualitative approach of questionnaire survey. We will employ a snowball-sampling and/or purposive sampling approach method to contact the potential respondents. We are interested in individuals that work on the HR department, middle management and (if possible) top management of Qatari listed firms. The criteria that allows a respondent to participate in the project that he/she should has experienced the World Cup 2022 preparation era. Initially, the questionnaire structure will consist of five sections. The first section includes some demographic information of the participant such as position, gender, working experience and age. The second, third and fourth sections will cover the statements related to accessibility, inclusive and diversity respectively. In those sections, we will employ 5-point Likert scale to measure the level of agreement which 5 strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree. The final section provides open-ended to allow the participant adds his/her further comments, and covering suggestion about improvements of policies, challenges and whether the COVID-19 has an impact on the policies covered on the previous sections. We will prepare the questionnaire based on Google Forms website, and we will send it to the respondents via email or in person.

HOSTING THE 2020 ITTF FINALS DURING THE PANDEMIC: EXPERIENCE AND INSIGHTS FOR SUCCESSFUL EVENT STAGING AND COVID-19 PREVENTION AND CONTROL

Jin Zha¹ and Dendke Zou²

¹Physical Education College of Zheng Zhou University, China; ²Zheng Zhou No. 4 Senior Middle School, China

After the start of the COVID-19 Pandemic, almost all international sporting events were immediately suspended. While still coping with the crisis caused by the virus, the 2020 ITTF Finals was held at the Zhengzhou Olympic Sports Center in China on November 19, 2020. Top 32 athletes in the world ranking participated in the event, representing 16 countries and regions. The event was staged in conjunction with the Chinese National Table Tennis "Amateur King" Finals. With over 900 individuals involved in the event (e.g., athletes, coaches, referees, event operation staff, media professionals, volunteers), the event was successfully carried out without any operational incident, nor any positive COVID-19 tested. The 2020 ITTF Finals was also the first sports event with live spectators since the outbreak of COVID-19 Pandemic in China. For these reasons, the Local Organizing Committee was awarded the "2020 National Sports Industry Outstanding Contribution Award" granted by the General Administration of Sports. In this process, many good experiences and insights were gained. Adopting qualitative research procedures (observations, interviews, and review of literature), the purpose of this study was to examine the reasons that cause and channel safe and effective operations of staging a sport event during a pandemic crisis. The experience gained and lessons learned can help shed light on better preparedness and staging of future sport events. A list of insights derived in the study is summarized, as follows: (a) After the individual table tennis sports association is decoupled, the three-party benign interaction between the Chinese Table Tennis Association, the lo-

cal government, and the Henan Table Tennis Association is the key factor of the success of the competition, (b) The establishment of the LOC, executive committee, “one office and four departments” under the executive committee is the organizational guarantee for the success of the event, (c) The ITTF carried out the “Game Bubble” plan and the strict COVID-19 prevention and control plan of the operation team to ensure that the goal of zero input and zero infection of the event, (d) The innovative integration of the top international professional table tennis competitions and the top Chinese national fitness amateur table tennis competitions has promoted the coordinated development of table tennis in competitive sports and national fitness, (e) Table Tennis Review (TTR) was used in this event for the first time to increased the objective judgment basis for both athletes and referees, (f) Multi-channel news dissemination methods on TV, online and on-site meet the diverse needs of viewers. Enlightenment: (a) The execution plan of the event should consider the particularity of the table tennis event, (b) Event promotion should highlight the rights and interests of the core stakeholders of the event such as the organizer and sponsors, (c) The operator shall set up a separate investment department to broaden the sources of funds, (d) The ticketing plan must consider the rights and interests of sponsors as well as the consumption power of consumers, and broaden the channels for buying tickets.

ROLE OF SPECTATORS’ MOTIVES TOWARD INTENTION TO ATTEND MEGA EVENTS CASE OF FIFA ARAB CUP QATAR 2021

Mayada Yousef and Dalia Farrag

Qatar University, Qatar

The increasing spectator participation in sports has transformed sports organizers’ marketing strategies. segmenting, targetting, and attracting spectators to attend these events in the stadium or on TV.

In particular, understanding spectator motivations to attend mega sports events offers opportunities to understand consumer patterns and behavior (Yamashita, 2021). Mega sports events in Qatar, such as the FIFA World Cup 2022 and the World Boxing Championship of 2015, are identified to attract large crowds of spectators who spend lavishly, leading to economic benefits in the region (Rozhda & Sheresheva, 2021). Therefore, companies have established advanced marketing strategies to tap the considerable market brought by spectators. The study explores the role of spectators’ motives in their intentions to attend the FIFA Arab world cup 2021. The study seeks to understand if a difference exists between the stadium and online spectators using live streams as the moderating variable for the study. The research will utilize quantitative methods to assess the relationship between spectator motives and their intentions to attend mega sports events. The study will apply convenience sampling technique for collecting data to ensure that respondents have the intention to attend the mega event. It is essential to focus on assessing consumer behavior among spectators during mega sports events (Khodr, 2012), Therefore, this research will provide in-depth analysis of spectators’ motives and their intention to attend mega-events, especially in this region. Live games and TV viewing marketing strategies taps into the billions of spectators in various parts of the world, making Qatar a global sports brand (Theodoropoulou & Alos, 2018). Theoretically, with limited research on mega sports events in Qatar, the study will highlight how developing technology in the TV industry is utilized to determine consumer behavior (Andersson, et al., 2021). It is important to explore the different motives that would replace gate attendance with TV live broadcasting (Wallrafen et al., 2020). Practically, the study will identify the future of marketing strategies to tap opportunities in Qatar and the Middle East for hosting mega event. Together decision-makers and events’ organizers shall see valid information about

MEGA-PROJECTS AND MEGA-EVENTS: EVALUATING VANCOUVER 2010 STADIUM AND CONVENTION INFRASTRUCTURE

Robert Sroka

Northumbria University, United Kingdom

This paper evaluates two infrastructure mega-projects connected to the 2010 Winter Olympics in Vancouver's downtown peninsula: the renovation of BC Place Stadium and the Vancouver Convention Centre expansion. These projects correspond to two categories of mega-projects often constructed alongside sporting mega-events with intended tourism development legacies that have a history of financial underperformance. Touching upon literatures concerning mega-events, event leveraging, urban development, as well as the public finance of sport and convention venues, this work focuses on fiscal impacts and opportunity costs for venue site locations where there are already high property values, with the aim of providing lessons for comparable future mega-event hosts contemplating similar event-related mega-projects. In addition to arguing for the alignment of venue design to efficiently maximize long-term operating returns and event portfolios for tourism development, this article highlights that venue location within a host city shapes the opportunity costs for government investors and that cost overruns to meet a fixed event deadline can undermine what may otherwise be a sustainable financial structure. While a mega-event-related stadium or convention centre is at significant risk of becoming a financial loser when considering both capital and operating costs, as well as a sub-optimal platform for maximising an event portfolio, this does not have to be the case. Beyond more traditional measures of project return, this article highlights and further develops another key measure of evaluating financial and revenue outcomes, which can be summed up as the opportunity cost of alternative land uses on a venue site.

PRACTICING AN EMERGENCY RESPONSE IN A SPORT FACILITY

Angela Hayslett¹ and Katharine Nohr²

¹James Madison University, United States; ²Nohr Sports Risk Management, LLC, United States

This professional workshop is an interactive tabletop exercise where participants will role-play responses to hypothetical incidents at a major sporting facility. This workshop allows participants to examine risk management responses to particular scenarios. It is critical to practice implementing risk management policies and procedures before an actual emergency or incident occurs. Tabletop exercises allow key personnel to sit in a room to discuss the steps that should be taken when an emergency or incident occurs. For this workshop, scenarios will be presented such as responding to a fire outbreak in an arena, managing a crowd of spectators rushing the field, and managing a COVID-19 outbreak amongst facility and team staff. Participants are assigned roles of various key stakeholders and are asked to discuss the appropriate response to the hypothetical incidents at a major sporting facility. Participants should leave this session with an improved understanding of how stakeholders may respond to an emergency or incident at a sport facility. Professionals or scholars seeking to learn more about risk management in sport facilities.

THE DEVELOPMENT OF PUBLIC GARDENS, A MEANS OF OPERATIONALIZING THE REGIONAL SPORTS POLICY: THE MODEL OF THE CASABLANCA SETTAT REGION – MOROCCO

Youssef Siame, Abderrahim Rharib, and Mohamed Boukhalkhal

ENCG-C, Hassan II université de Casablanca, Morocco

Casablanca is a Moroccan city that covers an area of 216.56 km², representing nearly 1.1% of the total area of the region of Casablanca Settata, with 49% of the total population of the region. It is a very attractive economic pole making it a city with a high population growth (a very high density with more than 15,500 inhabitants/km²). Indeed, this particularity has created an exceptional urban dynamic through the extension of constructions at the expense of green spaces and public gardens. The ratio of green spaces at the level of all the prefectures of the city is only 0.35 m² per inhabitant, which is 41 times less than the international standard set at 12 to 15 m² per inhabitant. Nevertheless, the exploitation of these spaces, particularly public gardens, can be used to meet the needs of the inhabitants of Casablanca in terms of sports activities. The development of gardens and their provision with the necessary sports equipment facilitate, for the different social categories, access to leisure sports practices and the reservation of a space for relaxation, pleasure and recreation. The challenge for local leaders is to act on the growth of gardens and their development. The latter should reveal a major priority to the installation of sports facilities. It is then interesting to reveal the level of satisfaction of the inhabitants of Casablanca with regard to the sports offer of public gardens. The objective of this article is to answer the following question: to what extent do public gardens allow the satisfaction of citizens' needs in terms of sports practice? Our study will refer to quantitative data collected through a questionnaire distributed to the inhabitants of Casablanca. Indeed, our study has shown the importance given by the citizens to the

practice of sports, the need to increase the number of green spaces dedicated to the practice of sports, but above all, it has revealed a level of dissatisfaction linked to the weakness of public policies specific to the development of gardens and green spaces at local level.

CRICKET FACILITY DEVELOPMENT IN QATAR – THE CASE OF THE COLLEGE OF THE NORTH ATLANTIC QATAR

Qamar Khan¹ and Kamilla Swart²

¹N/A, Qatar; ²Hamad Bin Khalifa University, Qatar

Lack of grassy cricket grounds has always been a challenge for the people of Qatar. This has led many community members to look for an option for parking lots or open sandy grounds to play game of cricket. Unlike the most popular game of football where community members have access to outdoor fields in each zone, cricket fans do not have the same luxury of having community serving grounds in every zone of Qatar. Accessibility to grassy cricket grounds and floodlight facilities has always been a challenge for cricket loving community. Due to these challenges, community members can be seen early in the daylight during weekends in parking lots to play the game. The passion towards the love of the game has kept on increasing for the fans and this has resulted in the increased number of community members using open land areas or parking lots to organize cricket games and tournaments. The game of cricket started in Doha in 1977 in the car parking of Khalifa Stadium. At that time only 8 teams were participating in the league tournament. In 1980, twelve major teams decided to form the Qatar Cricket Association (QCA). The prime objective was to improve the level of cricket by bringing it to a national level and to gain recognition of the local sports controlling body by aligning QCA with the local sports club. For Indian and Pakistani communities in Qatar, International cricket teams of India and Pakistan were invited to play in August 1998. This tournament was held in Al Arabi Stadium, Doha, Qatar to

celebrate the Independence Day of both nations. Due to no cricket ground facility, a temporary pitch was put in the middle of the football ground. This event was a big success in the South Asian community of Qatar. In June 2013, the Qatar Government inaugurated a cricket stadium built with international standards. The stadium was initially used for the Qatar (national) cricket team and later tournaments were organized for the public community as well. Qatar until now has only one stadium where international matches and tournaments can be organized. Recently, the opportunity to build a grassy cricket ground was identified in the College of North Atlantic Qatar (CNAQ) who has played a vital role in sports facilities development in Qatar. CNAQ has a cricket team that also used to practice and play on an artificial football pitch. Taking into consideration the potential growth of cricket at CNAQ, the proposal to develop cricket facilities at its grounds was initiated in 2019. This paper will highlight the collaboration that took place over a period of two years and led to the development of an international standard cricket ground and related facilities which can be used by the community. Lessons learned from this project will be highlighted as well.

SPORT FACILITY AS RELIABLE OPPORTUNITY FOR THE SPORT INDUSTRY

Gabriella Arcese¹, Lorenzo Maiorino², Valerio Maria Paolozzi³, Giovanni Panebianco², and Marco Sanzari²

¹Associate Professor, Niccolò Cusano University 00166 via Don Carlo Gnocchi 3 Rome, Italy; ²Presidency of the Council of Ministers – Italian Government, Italy; ³Student at Niccolò Cusano University 00166 via Don Carlo Gnocchi 3 Rome, Italy

As highlighted in a report conducted by West Virginia University, the Sport Industry is defined as an industry in which people, activities, businesses and organisations are involved in the production, facilitation, promotion or organisation of any activity, experience or commercial enterprise focused on sport. We speak of

a market in which the activities or products offered to its buyers are related to sport and can be goods, services, people, places or ideas. In this sense, we have the union of several important elements with each other: sport, marketing and industry. In the latter perspective, we are not only talking about the physical industry, but also the digital industry, which thanks to technology and data, results in better performance. This paper aims to find a quantitative and qualitative relationship between sport facility and sport industry, the latter being challenged by the current Covid-19 pandemic. In this sense, it will proceed with the analysis of the recovery mechanisms, the new challenges, the opportunities that lie behind sport facilities.

BRAZILIAN SOCCER: THE OPERATION AND USE OF STADIUMS DURING THE PANDEMIC

Rômulo Meira Reis¹, Silvio Costa Telles², André Dionísio Sesinando³, and Mário Coelho Teixeira³

¹Faculdades Integradas Hélio Alonso (FACHA), Brazil; ²Universidade Federal do Rio de Janeiro (UFRJ) / Universidade do Estado do Rio de Janeiro (UERJ), Brazil; ³Universidade de Évora, Portugal

Since the end of 2019, humanity has been afflicted by the pandemic caused by the SARS-CoV-2 virus (Ministério da Saúde, 2020). In Brazil, the health services were amplified, and the population underwent social isolation, movement and access restrictions and constant mask use as well as sanitation and disinfection measures (Ministério da Saúde, 2020). Brazilian soccer had to temporarily suspend its activity, having resumed in August 2020 following strict sanitary protocols coordinated by the Brazilian Football Confederation (CBF) in stadiums with no audience so that they could start receiving spectators in 2021 (Confederação Brasileira de Futebol [CBF], 2020, 2021). The operation and use of stadiums during the pandemic underwent modifications such as: a restricted number of people and mandatory RT-PCR tests for the technical commissions and players; closed sectors and spaces; socially distanced reserve benches; the sanitization of

balls and field material; the prohibition of jersey exchanges; and, the stipulation that goals had to be celebrated without any contact among the athletes (Reis et al., 2020). This study aimed to analyse the operation and use of Brazilian soccer stadiums during the pandemic caused by the coronavirus, which causes the illness known as COVID-19. The investigation followed a descriptive qualitative approach (Gil, 2002) in accordance with the procedures of bibliographical and documental research (Sá-Silva et al., 2009) and the data was collected between August 2020 and September 2021. The results indicate that in the 2020 season, Brazilian soccer mostly followed the trend of matches without spectators in which stadium usage was divided by functional zones. The operations included: registering delegations and stadium staff members; sanitizing the different areas, especially the dressing rooms; temperature verification for entering the stadiums; a maximum of 300 people in the stadiums, including players, technical commissions, press and stadium staff members; the absence of an entrance ceremony for the teams in the field; using one entrance and one exit at the stadiums; the non-operation of bars and concession stands; and, closing areas that were not in use. In the 2021 season, it is possible to observe a gradual return of spectators to the stadiums, with the use of new rules such as: checking vaccination certificates; mandatory COVID-19 testing; non-transferable tickets; mandatory mask use; the return of bars and concession stands; the opening of all functional areas; the increase of staff members; cleaning and sanitizing the stands; rigorous sanitary inspection; marked seating; and, a restriction of the number of fans in order to maintain social distance. Brazilian football suffered a setback in 2020 due to the absence of public in the stadiums and the harsh sanitary restrictions implemented for its return and in 2021, talks aim to guarantee the return of public to the stadiums, whether in a reduced or gradual manner under safe rules. Despite these measures, an analysis of spectator behaviour during matches reveals a lack of respect for masking rules and sanitary regulations for food consumption, as well as crowding, causing uncertainty as to whether spectators will be able to return normally to the stadium.

THE IMPACT OF PROFESSIONAL FOOTBALL GAME ON URBAN ECONOMY DEVELOPMENT: EVIDENCE FROM CHINESE PROFESSIONAL FOOTBALL LEAGUES

Zhiyuan Wang and Chongyuan Bi

International College of Football, Tongji University, China

With the development of urban economy, sports events are playing an increasingly important role in promoting economic development (Fourie & Spronk, 2011; Tian & Xu, 2012; Zhou, et al., 2017). However, empirical studies verified that sports events have an inhibiting effect on urban economy development (Okada & Greyser, 2018; Thibaut et al., 2014; Wu, 2008). This study is to evaluate the impact of professional football games on urban economy development and analyzes the difference of the impact of professional football games on segmented industries. The possible contribution of this study is to explore the mechanism of the impact of professional football games on urban economy and clarify the different impacts on sub-industries, which is conducive to providing reference for the host cities in the critical period of traditional drivers being replaced by new ones. Scholars took the four major professional sports leagues in the United States as examples to analyze the impact of the results of professional sports games on the local economy (Fan, et al., 2017). Existing literature has carried out fruitful research on the inherent law between sports events and urban economic development, but there is still room for further research focusing on the impact mechanism of professional football game on urban industries and the impact differences on different industries. Sport events are external shock to urban economic development, and the external shock is accompanied by both positive and negative externalities. The positive externalities is to promotes the related industries through concentrating of production factors, and to enhance the linkage of urban economy and industrial association. The negative externality is the over-investment of sports events may occupy the

resources of urban construction and planning, resulting in the crowding out effect. Therefore, this study proposes the hypotheses: first, holding professional football games has a positive effect on the overall urban economy development, but the effect may be different by regions; second, professional football games influence urban economy development through promoting different industries. This study selects the number of professional football games held in each city as the core explanatory variable, and the total urban GDP and the proportion of added value of primary industry, secondary industry and tertiary industry as explained variables to construct the spatial econometric model based on the panel data of 287 Chinese cities from 2004 to 2019. In addition to professional football games factors, this study also selects urban population and fixed asset investment as control variables. The result shows that: first, professional football games have a significantly positive impact on urban economy, with a coefficient of 0.0014, and the impact mainly comes from direct effect; second, the promotion effect of professional football games on urban economy is mainly achieved by stimulating the development of tertiary industry, while the impact on primary and secondary industries mostly depends on the level of urban development and the size of cities. third, Sports events play the most prominent role in promoting economic development in developed areas. Professional sport events promote urban economy in a short period of time, and how to further expand and extend this promotion is an important consideration for each city to undertake. Additionally, the governments should enhance the effect of professional sport events in promoting urban economy growth in different regions and levels through allocating effective resources rationally.

GREEN ENVIRONMENTAL SUSTAINABILITY IN THE FUTURE OF SPORTS FACILITIES

John Bae

William Paterson University, United States of America

Global environment and climate have been treated as one of the important issues in the world. Because of global warming (e.g., air pollution), glaciers are melting faster since 2000, which contributed to the rising of over 20% of sea level (Murphy, 2021). Sea pollution is another issue as toxic materials and harmful pollutants (e.g., agricultural and industrial waste, chemicals, oil spills, plastic) have littered the ocean waters (nozz.gov, 2020). Since climate has been changing, many countries have experienced unexpected natural disasters, including hurricanes, tornados, flooding, and extreme temperature changes during summer and winter seasons. Due to the fluctuating weather and temperatures, the International Olympic Committee (IOC) recently announced the organization will be participating in the forefront of climate reform; the Summer and Winter Olympics are affected by climate threats like unreliable snow in winter and intense heat in summer (Olympics.com, 2021). Moreover, over 270 sport organizations from numerous countries have participated in the event since 2018. For Beijing 2022 Winter Olympics and Paris 2024 Summer Olympics, all Olympic facilities plan to use only renewable energy for positive involvement to improve climate change. Also, Anschutz Entertainment Group (AEG), one of the leading sports and entertainment companies in the world, joined the Green Sports Alliance to “hold their facilities to a higher environment standard through projects” (Anonymous, 2011). Another solution of environmental sustainability is to reduce the amount of waste produced from large sports events. After a Super Bowl game, a stadium had over 40 tons of waste. As a result, the stadium organizers plan to use 90% of their products to be recyclable bottles, cans and compostable organic materials, and repurposable items to leave a positive green legacy. For example, International Motorsports Center (IMC) explained that their recycling rate is about 60% in 2013 and their goal is to reach about 75% by 2020. Since IMC is the part of the comprehensive sustainability program, they are focusing on improving the current environment (Anonymous, 2013). According to the program, they are able to not only decrease waste sent to landfills but also “provide healthier and

safer environments for users and reduce harmful greenhouse gas emissions.” Although many countries focus on solutions for a green environment and battle climate change issues, there has been little research from the area of Sports. Therefore, the purpose of this study is to identify the strategic plan of the green environment and sustainability for the global sporting events in sports facilities. This study is to help national and international sport managers in developing better strategy plans to minimize waste and energy for the domestic and international sporting events based on existing and new technology. Based previous research, current environment science and architectural experts, this study is to provide ideas of reducing waste during sporting events and recommend a strong environmental development for existing and new facilities in Sports.

RE-PURPOSING A 19TH CENTURY SPORT STADIUM FOR THE 21ST CENTURY: NEWLANDS CRICKET GROUND, SOUTH AFRICA

Simeon E. H. Davies

Cape Peninsula University of Technology, South Africa

Newlands Cricket Ground (NCG) is one South Africa’s oldest sport stadiums, which hosted its first international test match in 1889. NCG is also recognised as one of the most iconic and beautiful stadiums in the world, given its position on the slopes of Table Mountain in Cape Town. With the advent of professional cricket and the need for spectator capacity Newlands Cricket Ground (NGC) witnessed a number of developments during the 20 century, with major renovations in the 1990s, expanding the pavilion to seat 25,000 fans and include corporate boxes. However, with the 21 century on the horizon it became increasing apparent that the financial long-term viability, based on cricket matches alone at NCG was unrealistic. The owners of NCG, namely the Western Province Cricket Association (WPCA), under the leadership of CEO

Nabeal Dien proposed a new sustainable revenue model, based on a mixed-use development, which provided the opportunity for NCG to diversify its revenue. The decision to re-purpose the NCG precinct was not only an opportunity to create a financially viable entity, but also to position the Cape Peninsula University of Technology (CPUT) the largest university in the Western Cape, notably the Sport Management Department as the driver for academic and knowledge generation, as well as social transformation and increased environmental responsiveness. In order to realise this dream Sanlam Properties a leading investment company in South Africa and the Western Province Cricket Association entered into a joint venture to upgrade the Newlands Cricket Ground and develop it into a commercially viable and sustainable 21st century precinct. The financial underpinning for the project was based a partnership-investment with Sanlam holding a majority 51%, WPCA, 37%, and Cricket South Africa the remaining 12%. A major part of the conceptual planning in 2015 for the NCG development was to ensure a strong academic presence within the precinct, along with commercial enterprises. Thus the new development not only caters to bankers, lawyers, professionals, and tech companies, but of interest the Cape Peninsula University of Technology (CPUT) was the first anchor tenant, followed by Varsity College occupying roughly 50% of the NGC precinct. The sustainable mixed-use sport, commercial, education and leisure-orientated precinct now yields an estimated 25 000 m² of commercially viable gross leasable area. In conclusion the re-purposing of the NCG precinct, the digitalization upgrade for 4IR to support its mixed usage model, along with CPUT as its key anchor tenant has created not only a sustainable financial model, but one that also supports strategic social and environmental imperatives for the city and the region.

FROM TEAM OWNERS TO CITY BUILDERS: THE RISE OF SPORT-ANCHORED URBAN DEVELOPMENT

Judith Grant Long

University of Michigan, United States of America

This research examines the increasing influence of professional sports teams in the development of large-scale, mixed-use urban development projects where a professional sport venue is a major “anchor” of the project, and where a team holds both a major financial stake in the venue as well as other real estate projects in the immediate vicinity (Long, 2013). In the US and Canada, these “sport-anchored urban development” projects are now the preferred approach to delivering venues for professional sports. As of 2022, nearly 60% of all major league venues are considered part of a sport-anchored development, among over 140 stadiums, ballparks, and arenas currently in-use for the five major professional men’s sports leagues (NFL, MLB, NBA, NHL, and MLS) and professional women’s sports leagues (WNBA, NWSL). In contrast, before the 2000s, the dominant approach to delivering sport venues was as stand-alone buildings, or as clusters of sport venues, sited in locations where noise and traffic impacts were buffered by expansive parking lots (Long, 2020). My primary research question asks what factors explain this shift toward formation of sport-anchored developments, using the economic theory of rent-seeking behavior (Tullock, 1967) to explain the actions of team owners. Specifically, I examine how team owners leverage the broad appeal and crowd-generating characteristics of sports venues to access special privileges with respect to real estate development on adjacent sites, including land acquisition, regulatory relief, public investment, tax incentives, operating grants, etc. (Long 2005; Long & Zimbalist, 2006; Long, 2013; and others). My secondary research question asks how team owners understand their influence over these high-profile projects, alongside their role as “city builders” whose power originates—unusually—in the ascent of the global sport and

entertainment industries (Fainstein, 1994/2001; Friedman, 2018; Winfree et al, 2018; and others). To answer these questions, I collected empirical data and development histories for the 30 ballparks currently in-use for Major League Baseball (MLB). These data describe the range of MLB sport-anchored development components (sport, convention, arts, retail, hotel, residential, and other uses), as well as the location (urban, suburban) and scale (land area, built volume). The development histories address the role of team, league, and other private actors, as well as public and quasi-public actors (authorities) in these sport-anchored developments. My (preliminary) findings suggest that the increasing influence of MLB team owners is correlated with the duration of team ownership and the franchise price paid. Newer owners who purchase teams at high cost often intend to leverage a new venue for access to local real estate opportunities. Long-term owners are slower to advance real estate strategies until witnessing peer teams’ success with sport-anchored developments. Embracing their role as city builders reveals wide variation across MLB team owners, with length of ownership, the degree and nature of connections to their host city, and philanthropic leanings, as the primary indicators of whether a specific sport-anchored project successfully delivers broader public benefits. Taken together, this research seeks to inform best practices for venue development across the global sports industry.

EXPLORING THE IMPACT OF ‘NON-MEGA SPORTS’ EVENTS ON PLACE IMAGE BRANDING: A CASE STUDY OF SAUDI ARABIA

**Amer Alajmi¹, Richard Giulianotti¹, James
Andrew Kenyon¹, and Thomas Fletcher²**

*¹Loughborough University, United Kingdom; ²Leeds
Beckett University, United Kingdom*

The overall aim of this study is to evaluate the pre- and post-event impact of hosting a portfolio of hallmark sports events, for branding the international image of

the host, through a study of Saudi Arabia (SA). In doing so, the study will help to determine the extent to which hosting a portfolio of hallmark sports events – in this case, Formula One (F1), World Wrestling Entertainment (WWE) and golf's Ladies European Tour (LET) - represents an appropriate strategy for (re)branding SA's international image. Hosting sports events has become one of the most strategic branding tools for emerging nations. Developing countries have focused on hosting various sports events, believing that these have the potential to increase international profile, to gain more recognition and respectability, and thus improve the brand image of the country. Among these countries is SA, which launched its strategic national vision (Vision, 2030) in 2016, with one key aim being to increase and attract foreign tourists and investments. SA has prioritised sports events within its branding strategy. Since then, it has become a prominent international actor in sports - reflected in the hosting of a considerable number of hallmark sports events, including F1 and Formula E, boxing, wrestling, men's and women's golf and tennis, that are widely followed in the UK, Europe, and North America – as part of an international place-branding strategy. According to the Saudi Golf Federation CEO and the director of Newcastle United Football Club, Majed al-Sorour, 'we are traversing through a really huge transformation, softening the image [of the country]' (New York Times, 2019). Despite the fact that these hallmark events have a lower reach and image than full-scale mega-events, host nations such as SA increasingly implement their branding strategies by staging a portfolio of these smaller-scale sports events as part of a broader branding strategy (Ziakas, 2014). Despite the relatively commonplace and growing nature of this overall strategy, research concerning the image impact of hosting smaller-scale events is limited. This project seeks to contribute towards filling that knowledge gap through a study of SA's staging of multiple such events. The research is being conducted from a critical realist perspective, underpinned by social representation theory (Moscovici, 1981). The research focused on SA's staging of Formula One grand prix, a WWE event, and a Ladies' European Tour golf tournament,

in October - December 2021. Mixed-methods questionnaires were developed and disseminated online among two targeted spectator groups (UK and France) before and after each event. A combination of non-probability sampling techniques i.e., convenience and exponential non-discriminative snowball, was employed to recruit respondents from both populations. In each triangulated survey, respondents were asked to provide a free word association task for two inductors, i.e., Saudi Arabia and the specific sports events hosted in SA (i.e., F1, WWE, women's golf). The questionnaires also comprised quantitative questions measuring the level of engagement with the events, demographic information, and personal characteristics. Data analysis, guided by previous research (e.g., Bodet & Lacassagne, 2012; Kenyon & Bodet, 2018), is currently being analysed and will be completed by the time of the conference. The analysis involves three stages. First, standardise and then classify the provided respondents' words of the word-associations tasks into representative themes or phrases based on their semantic meaning. Second, using a 15% cut-off threshold (i.e., those themes cited 15% by participants), to construct the social representation of Saudi and each sports event. Third, by adopting a modified similarities matrix (x-1), a hierarchal cluster analysis will be conducted to determine the generated themes' internal structure, i.e., the links, connections, and distance between the rendered themes in participants' minds.

Results (Pre-event): Pre-events data are ready to present i.e., how spectator's view SA in the run up to the events. For the pre-events data, the UK sample was (N=387) and the French sample was (N=214) respondents completed the three sports events' surveys (see table).

Social Representation pre-events: This involved grouping unique free-word association responses into semantic themes. Only themes cited by 15% of the respective samples were used to construct the brand image of Saudi Arabia (See figure 1). For UK participants, twelve themes comprise Saudi Arabia's image; for French participants sixteen terms. Eleven themes

are consistent across the two samples. For both samples, the majority of themes are cognitive, neutral and/or descriptive in nature. Sport and sport events do not currently feature as components of Saudi Arabia's international image. Two themes depict Saudi Arabia's economy (oil natural resources, wealth & affluence) – both highly cited. Three themes relate to religion (Islam, Islamic sites & pilgrimages and general reference to religion). There are negative themes (gender inequality, human right & abuses and conflict & war). Further hierarchical classification analysis (not presented here) will be aimed at determining the internal structure of these images; i.e., how they are all connected. At this stage, it is intended that the research findings inform SA's policymakers, place marketers, and the wider national related ministries (e.g., tourism and sports) on the pre-event image of the country among two important tourism and business markets (UK and France). In addition, largely the pre-event data shows research that the UK sample has less-negative image of SA compared to those in France. More importantly, pre-event, in sport fans of hallmark sports events being hosted by Saudi Arabia in 2022, sport (nor the events) did not feature as a component of the country's international image.

Post-event: Post-event data is currently being analysed and will be completed by the time of the conference. Data presented at the conference will pertain to compare pre-and-post events social representation – i.e., the change of spectator's perception of SA in the run up to the events. It will also seek to examine if there is any improvement of the country's image especially those negative element found in the pre-event study. Further, the post-event data result will determine if, and the extent to which, these events might bring about change in those images (sport-based or otherwise). Overall, this project will contribute to advancements in the understanding of, and knowledge in, international place branding by hosting a series of hallmark, non-mega sports events. It will serve to evaluate sports branding activities in SA and the wider Gulf region, and how the UK and French spectators might perceive such branding activities.

THE SIGNIFICANCE OF URBAN PLANNING IN SPORT MANAGEMENT: A RECIPROCAL RELATIONSHIP

Troy T. Zhao¹, Fei Gao², and James J. Zhang¹

¹University of Georgia, United States of America;

²Coastal Carolina University, United States of America

Through conducting a comprehensive review of literature, the purpose of this presentation is to illustrate the significance of urban planning in sport management. Today, both developed and developing countries are experiencing rapid urbanization. Approximately, a half of the world's population lives in urban areas (Ritchie & Roser, 2018). Cities captivate people with better employment opportunities, education resources, health care, and cultural and sporting activities, making significant and growing contributions to national economies (Moore et al., 2003). The subject of urban planning in sport management has attracted many scholars' research attentions (Dickson & Zhang, 2020). Urban planning refers to technical and political process that focuses on the design and development of land use and the built environment, such as transportation, communications, and distribution networks and their accessibility, also known as regional planning, town planning, city planning, or rural planning (Cullingworth & Nadin, 2006). The significance of urban planning and its relationship with sports is contemporarily highlighted by the global pandemic crises of Covid-19 due to the urgent need to alleviate health issues. The relationship between sports and urban planning is reciprocal, with each having influenced the other, both positively and negatively (Dickson & Zhang, 2020). From the 19th century, urban anomie, a term for lacking social or ethical standards, stimulated the trend of sporting fraternity that was eager to keep a normal lifestyle in rapid social change, and a prevailing sporting subculture alleviated urban pathology. Communities of citizens with similar cultures and backgrounds created sport clubs and organizations by ethnicity and class. In a sense, it was necessary for immensely individualistic and transient urbanities to root

themselves with the social and cultural power of sports (Riess, 1991). In recent decades, urban settings have become more essential for developing the sport industry. Professional sport teams are named after cities and compete against each other on behalf of cities, helping generate solid fan bases in support of their hometowns. Increasingly, more cities are seeking for opportunities to host sporting events of various magnitude in an effort to transform urban environment, upgrade city infrastructure, and promote quality of living (Azzali, 2016). Empirical evidence supports the notion that urban redevelopment enhances sport consumption and mass participation and in turn, sport events and stadiums lead to urban transformation and development. (Misener & Mason, 2006). Particularly, professional leagues and sports mega-events such as World Cups and Olympics bring opportunities to develop urban

sports infrastructures (Baade, 1996) and catalyze urban reconstruction (Azzali, 2016). Mega-events are large-scale cultural events with a dramatic dimension, broad public appeal, and international relevance (Malfas et al., 2004). A major effect of sport mega-events is physical impact, referring to infrastructure transformation, including new roads, new parks, and upgraded or newly built facilities, that remain as a legacy of the event (Malfas et al, 2004). In brief, sport can revitalize the urban landscape, transform communities, advance public infrastructure, improve destination image, invigorate the quality of life for city residents, promote healthy lifestyles, boost cohesion and sense of belonging, and accelerate economic growth. Sports and urban planning have a reciprocal relationship. When planned and executed well, each can impact and benefit the other significantly.

UPDATED MODEL FOR EVALUATING PRODUCTIVE EFFICIENCY IN PROFESSIONAL FOOTBALL LEAGUES

Jan Sima and Tomas Ruda

Charles University, Czechia

Professional football has never been as much of a global phenomenon as it is today. In a world that is almost entirely connected with digital infrastructure, there are no longer real borders of countries and distances among clubs and their supporters. Thanks to television or internet broadcasts, football fans are able to watch all the important matches of their favourite teams, regardless of distance or geographic location. Moreover, clubs share various information with fans via websites or profiles on social networking sites. This precise development of the relationship between clubs and their fans inspired the author of this study to examine the productive club efficiency to design a new methodology. Unlike past studies, which have been followed by the author, the potentiality of a local supporting group was not taken into consideration. For instance, Haas (2003) includes among input values the population of the clubs' "home town" (abbreviated in the chart as "home town population"). However, the author of this study claims that the power of social networking sites, which are mostly used by large clubs mainly to increase the worldwide number of fans, as well as the sponsors' interest and financial profit, logically leads to suppressing the influence of local supporters. Instead of the input being represented by the population size, another one was chosen representing the increase of the number of fans following a club on social networking sites.

SOCIAL MEDIA PROMOTIONAL STRATEGIES OF THE 2022 WINTER OLYMPIC GAMES

Simon Licen¹ and Nastja Cermelj²

¹Washington State University, United States of America; ²University of Primorska, Slovenia

Scheduled for February 2022, the XXIV Olympic Winter Games are part of China's long-term plan to grow winter sports domestically, enhance the country's profile as a winter sports destination, and project soft power (Zhao & Liu, 2016). These and other aspects of mega-event legacy start to be pursued in the pre-event period (Solberg & Preuss, 2007). A vital element of the pre-event period are promotional campaigns (Bottero et al., 2012). Digital media have become a vital component of such campaigns (Santomier et al., 2016). The 2022 Olympic Games constitute a unique challenge in this regard. China is culturally, linguistically and politically distinct from the Western world; it also bans popular U.S.-based social media platforms Facebook, Twitter, YouTube, and others, which have become mainstream promotional vehicles worldwide (Santomier et al., 2016). This raises the question, how will the XXIV Olympic Winter Games be promoted on Chinese and "Western" social media? Additionally, what user/consumer motivation for sport spectatorship will the messages try to fulfill? To answer these questions, we are examining content published on the event's official Facebook, Twitter and Sina Weibo (新浪微博) accounts. The sample includes 400 consecutive messages posted on each account. The content of each message is coded according to the motivation for sport spectatorship typology summarized by Raney (2006), which identifies the following common motives: entertainment, eustress, self-esteem, escape, learning, aesthetic, release, companionship, group affiliation, family, and economic motivations. Additionally, each message is

coded for multimedia features (text-only, photos, videos, links, etc.). Audience engagement (likes, comments, shares) is recorded for each post. Preliminary results indicate that social media content directed at Western audiences does indeed differ from content directed at Chinese viewers. Whilst Facebook and Twitter posts focus more on engaging with the followers with quizzes and various types of content designed to elicit a response, social media posts on Chinese-focused Sina Weibo (新浪微博) put greater emphasis on the progress and establishment of infrastructure and transportation. Although Weibo posts also highlight important sports achievements of athletes competing in the Olympics, they seem to be less “people-oriented” and more focused on facts. Complete results will show whether event organizers and promoters generate content aimed at fulfilling all the typical motivations for sport consumption (Raney, 2006); whether content differs by social network (and, by extension, by national target audience); and how different types of content resonate with different audiences.

NEWSPAPER COVERAGE OF SPORT IN CHINA, SLOVENIA AND THE UNITED STATES

Simon Licen¹, Luleiya Huang², Bin Xiao², and Xuemei Bi²

¹Washington State University, United States of America; ²Beijing Sport University, China

Although the relevance of academic analyses of newspaper content is declining, international comparisons of print media coverage continue to offer important insight into professional norms, audience preferences and cultural differences as they pertain to journalism (Ličen et al., 2016). This presentation offers a comparison of newspaper coverage of sport in three countries with distinct athletic, social and cultural environments: China, Slovenia and the United States. Data was gathered as part of the 2021 rendition of the International Sports Press Survey (Horky & Nieland,

2013). In each country, three newspapers (a broadsheet, a tabloid, and a regional daily) were examined in full for two “artificial weeks” (i.e., non-consecutive days) between April 16 and July 3, 2021. Observed variables included newspaper section where the article was published, its genre and relative size, content type and focus, sport(s) and event(s) in focus, and number and type of sources. Preliminary findings indicate that large articles about sport are more common in Slovenian (n = 299) and especially American (n = 1,001) newspapers, but are comparatively rare in Chinese dailies (n = 107). Also, sport is almost entirely relegated to the Sports section in China (97.2%) but less so in the United States (90.3%) and especially Slovenia (71.6%). One or more pictures were included in 95.3% articles in Slovenia, 68.2% articles in China and 65.7% articles in the United States. Females were central to 4.7% articles in China, 8.7% in Slovenia and 10.3% in USA. Not unexpectedly, the two most-covered sports were soccer (48.6% in China, 33.4% in Slovenia, 5.6% in USA) and basketball (25.9% in USA, about 9.4% in both Slovenia and China). Cycling received considerable coverage in Slovenia (11.4%) but only minimal coverage in USA (0.8%), with the opposite happening for ice hockey (7.8% in USA, 2.3% in Slovenia). American football and baseball did not receive any coverage outside of USA. “Other” sports not included in the initial list of 35 specialties and generic articles about sport accounted for 29.9% articles in China, 13% in Slovenia and 7.5% in USA. Winter sports received minimal coverage in all countries, although the period when data was collected is likely very influential in this regard. Game previews, reports, and other performance-related coverage was the focus of 81.3% of articles in the Chinese press, 94.3% in Slovenia and 95.1% in the United States. Sport financing was discussed in 7-7.7% of articles in Slovenia and the USA, but mentioned only once in Chinese newspapers. Local, amateur and youth sport was the focus of 7.9-13.7% in all countries. Topics like health, social integration, fan cultures and mega-events received uneven coverage. Implications and their relevance to global sport and media professionals will be discussed at the conference.

SPORTS TELEVISION BROADCASTING IN THE MENA REGION: PUBLIC SERVICE BROADCASTERS VS. beIN SPORTS

Eden Wangari, Fatma Oueslati, and Gerard Akindes

Northwestern University, Qatar

The sports broadcasting landscape in the Middle East and North Africa (MENA) has transformed with the emergence of satellite technology and the popularity of football. The Qatari corporation now beIN Media Group is currently the dominant sports broadcaster of the regional mediascape. Launched in 2003 initially as Al Jazeera Sport, beIN Sports is now beIN Media Group broadcasting on five continents. Compared to the Public Service Broadcaster (PSB), beIN Sports has progressively monopolized the broadcasting rights of many of the most popular sports properties and has captured a wide regional audience. Despite the Arab States Broadcasting Association interest in bidding for sporting events, the most popular international competitions broadcasting rights were acquired by beIN Sports and consequently became only available on pay-tv. The most popular football competitions, such as the FIFA World Cup and the UEFA Champions League television broadcasting rights, have been held for several bidding cycles by beIN Sports. The PSBs, therefore, lost their prevalence in the broadcasting of the most popular sporting events in the MENA region. Algerians and some Arab countries' football fans experienced the shift from Free-To-Air PSBs 2006 FIFA World Cup to Al Jazeera Sport pay-tv (Amara, 2007). The privatization of international football competitions broadcasting in the MENA region became a reality defined by the economic capacity to acquire the broadcasting rights (Ziyati & Akindes, 2014). This study will explore the dynamic between private and local sports broadcasting. It comprises both descriptive and analytical research. The research first maps each country and its respective local private and public television broadcasters and channels. The paper will then rely on comparative analysis to draw conclusions about how a dominant broadcaster such as beIN

Sports has transformed the mediascape of sports broadcasting in the MENA regions. Additionally, to gain a crucial perspective from the people involved in managing television broadcasting, the research will interview experts across the MENA region in the sports broadcasting industry- both private and public. The findings of this study will delve into explaining the geopolitical and financial reasons that separate local versus private broadcasters.

OLYMPIC ATHLETES AND SOCIAL MEDIA ENGAGEMENT: DRIVING FACTORS INFLUENCING THE NUMBER OF INSTAGRAM FOLLOWERS DURING TOKYO 2020 OLYMPIC GAMES

Leonardo Jose Mataruna-Dos-Santos¹, Andressa Fontes Guimarães-Mataruna², Muhammad Azeem³, Mohammed Sayeed Khan⁴, Hamid Ghasemi⁵, Adriano Lopes de Souza⁶, Renan Petersen-Wagner⁷, Samar Billi Noaman¹, Doiara Silva dos Santos⁸, and Otávio Guimarães Tavares da Silva⁹

¹Canadian University, Dubai; ²University of Beira do Interior, Portugal; ³University of Bolton – RAK Academic Center, United Arab Emirates; ⁴Salgado de Oliveira University, Brazil; ⁵Payame Noor University, Iran; ⁶Federal University of Tocantins, Brazil; ⁷Leeds Beckett University, United Kingdom; ⁸Federal University of Viçosa, Brazil; ⁹Federal University of Espirito Santo, Brazil

News related to the outbreak of a highly infectious virus detected in Wuhan, China, spread through different communication channels all over the world in early January 2020 (Taylor, 2021). In March, the World Health Organization (WHO) declared that Covid-19 could be characterized as a pandemic, advising people to improve hygiene and social distancing (WHO, 2020). This scenario impacted several sports activities and the Tokyo Olympics have been postponed to the next year (IOC, 2020). The event took place without the presence of spectators in the stadiums from 23rd

July to 11th August 2021. Therefore, the general public could access content generated by the IOC, media partner's rights-holding, or through content shared by athletes on their social networks. Precisely, the 2008 Beijing Olympics represents a milestone in the marketing and communication perspective of the Games, social media emerged as a phenomenon as an alternative media for marketing and advertising tactic (Liu, 2016). Thenceforward, the public following the event and interacting online is progressing, and in the Tokyo Olympics, a large number of people followed the news related to the games through social media channels. According to the International Olympic Committee (IOC, 2021) social media posts on TikTok, Instagram, Facebook and Weibo generated 3,5 billion engagements in 2021 and fans at home were captivated by the news sports added in this Olympic programme, skateboarding and surfing, also stories about athletes and coaches supporting each other played an important role in the social engagement. This study, however, analyzed the Olympic athletes account engagement. A Facebook report, also Instagram's owner, shared a list of the 10 athletes that gained the maximum number of followers since the start of the games on Instagram. The athletes mentioned were Neeraj Chopra from India, Tom Daley from United Kingdom, Simone Biles and Sunisa Lee from USA, Valentina Acosta Giraldo from Colombia and Rayssa Leal, Leticia Bufoni, Rebeca Andrade, Douglas Souza, Ítalo Ferreira from Brazil. A quantitative analysis was conducted to examine the driving factors that could result in a successful strategy to increase the number of followers of the Olympic athlete's Instagram account. A theoretical framework based on Brison and Geurin (2021), Gaspar Teixeira and Tietzmann (2018), Hasaan et al., (2016), Li et al. (2018), Schaffer and Debb (2020) was created including six different factors that could have led to attracting more followers, such as 1) Number of the medals, 2) Age of the Athlete, 3) Nationality of the Athlete, 4) Nature of Sports, 5) Sponsorships Status, 6) Social Media Post contents quality. The purpose of the research was to identify which factors are considered to be responsible to attract a large number of fol-

lowers. The data showed that medals have a weak impact on the numbers of followers, further studies including qualitative analysis could present more insights. Regarding to the age, male athletes from 23 to 27 years old were the most followed while female athletes from 18 to 24 years received more attention. Related to the content posted on the social media, female who posted more pictures and video received more followers, and for male athletes, the numbers of pictures or video posted didn't have a strong impact to attract followers.

ROLE OF INFLUENCERS AND CELEBRITIES IN SPORTS CONSUMER DECISIONS DURING PANDEMIC COVID-19

Oscar Hurtado, Carlos Florez, and Sorayda Martínez

Universidad Distrital Francisco José de Caldas, Colombia

In March 2020, the World Health Organization officially declared COVID-19 as a global pandemic and with it came the confinement to which the world's populations had to adapt and with it new forms of study, work and shopping, consumption and use habits that now involved screens, platforms and virtual media to a significant extent. Thus, taking into account the information presented in ComScore, only during the first month of confinement, the consumption of social networks increased by 55% (Sanchez 2020) and, it is also indicated that the increase in the use of social networks is a habit that increased in pandemic and it is expected that these behaviors will last even after the pandemic. So, if social networks were already present in people's lives with special emphasis on that of young university students, the appearance of Covid - 19 intensified their use not only as a means of entertainment but also as a means of communication, a shopping platform and in the case of athletes, a scenario for training and coaching. For the world of sports marketing (events, athletes and sponsoring firms,

among others) it is significant to analyze the effectiveness that Celebrities and Influencers are having on their audiences in terms of visibility, sponsorships, brand image, remembrance and sales in times of pandemic Documentary Analysis: Review of 17 national and international publication articles. Focus groups: Three focus groups with the participation of university athletes from 6 different universities in the city of Bogota. Content Analysis: Review of videos published by 3 celebrities and 3 influencers. Interviews: 18 interviews with university athletes. Surveys: 637 surveys conducted to college athletes in the city of Bogota. Sample Criteria: University athletes between 18 and 25 years old, target audience of social networks, consumers of products, services and brands associated with sports. Brand ambassadors or celebrities have a stronger influence on decisions than influencers, finding in the responses of the athletes surveyed that they trust the former more with a result of 67.3% compared to 36.7% who are primarily influenced by influencers. "Unlike advocates, brand ambassadors are chosen by the brand and are authorized to represent, speak and act as such" (Torres, 2020). It is particularly evident that in terms of content related to workouts and exercise guides influencers play a determining role among other reasons because they show that it is possible in circumstances of confinement and with the tools that can be adapted at home. "Alternative mass media are the most sought after nowadays, in order to generate audiovisual content that varies according to the communities taking into account local cultures" (Cifuentes, 2020).

ASSIMILATION, FEMININITY, AND IMAGE: U.S. MEDIA SPECTATORS' INTENTION TO WATCH LPGA TOURNAMENTS

**Euisoo Kim¹, Yunduk Jeong², Hannah H. Bo³, and
James J. Zhang³**

¹Georgia State University, United States of America;

²Kookmin University, South Korea; ³University of
Georgia, United States of America

As golf is becoming a globalized sport, more international golfers are ranked among top 100 in the North America based LPGA tour in recent years. Although this competitive landscape has contributed greatly to the popularity and increased media spectatorship on a global scale, the media viewership in the U.S. has gradually declined (Statista, 2019). Following a comprehensive review of literature and the development of a conceptual framework based on the Reasoned Action Theory (Fishbein & Azjen, 1975), this study was designed to examine the impact of diversity beliefs, cultural familiarity, image of Asian golfers, and femininity of LPGA golfers on U.S. media spectators' attitude and consequential watching intention. In sociological context, diversity beliefs have been extensively studied to examine multi-group environment. Positive impact of multicultural belief and negative influence of assimilation on intergroup attitude, interactions, and relations are identified (Guimond et al., 2014; Ryan et al., 2010; Wolsko et al., 2006). Given ethnic and cultural incongruence between tour-leading golfers and U.S. audiences, similar influence of diversity beliefs would be expected. Moreover, positive association between cultural familiarity and attitude toward the cultural group was found in diverse experimental study settings (Jang & Kim, 2015; Marinescu & Balica, 2013), leading to similar speculations in the LPGA context. Image of tour-leading Asian golfers is one of constructs deserves a special attention as the importance of image of athletes, teams, and sporting events on spectators' attitude are widely reported (Beech & Chadwick, 2007; Shoemaker & Reese, 1990). Although femininity is presented unfavorably in diverse media outlets (Carty, 2005; Messner et al., 1996), positive impact of femininity on spectators' attitude were found when female athletes' performances and type of sports were well aligned with femininity ideology (Angelini, 2008; Knight & Giuliano, 2001). Research participants (N=375) responded to an online survey conducted via golf forum and Amazon Mechanical Turk. A CFA was first performed to examine factor validity of the measures, which revealed that the measurement model fit indices were satisfactory ($\chi^2=1225.291$, $p<.001$; $\chi^2/df=2.338$; RMSEA=.060;

SRMR=.058; CFI=.923; PNFI=.769). SEM was employed to examine the relationship of diversity beliefs, cultural familiarity, image of Asian golfers, and femininity of LPGA golfers to media spectators' attitude and watching intention, which revealed acceptable model fit was obtained ($\chi^2=1322.245$, $p<.001$; $\chi^2/df=2.462$; RMSEA=.063; SRMR=.073; CFI=.913; PNFI=.779). The findings revealed positive impact of perceived image and femininity on attitude, while negative influence of assimilation belief was found. Multicultural belief and cultural familiarity were not found to be statistically significant predictors. Positive influence of normative belief on subjective norm was found. Attitude and subjective norm were further found to be positively influential of intention to watch the tournaments. This study proposed and examined an integrated model that confirmed significant influence of assimilation belief, image, and femininity on LPGA media spectators' attitude, association between normative belief and subjective norm, and positive impact of attitude and subjective norm on watching intention. The findings suggest benefits of promoting image of tour-leading international golfer group and femininity of LPGA players in attracting audiences; in the meantime, it is necessary to mitigate audiences' assimilation belief.

EXPLORING SOCIAL MEDIA CELEBRITIES INFLUENCE ON QATARI CONSUMERS' BEHAVIOR DURING COVID-19 PANDEMIC: A FOCUS ON SPORT CONSUMPTION

Goda Jurgelione¹, Maram Yousif Qqbi¹, Mariam Khalid Balooch¹, Reem Alkahlout¹, Mohamed Slim Ben Mimoun¹, and Ainsworth Bailey²

¹*Qatar University, Qatar;* ²*University of Toledo, United States of America*

According to Sheth (2020), global lockdown and the social distancing during Covid-19 pandemic have caused a significant disruption in consumer behavior. Specifically, and according to different studies around the world, the global Covid-19 pandemic has led to a

major increase in social media consumption, since many people have been forced to stay at home (Social Media Today, 2020). As an example, Facebook consumption increased by 12%, while Twitter consumption increased by 29%, and Snapchat increased by 18% (Zephoria Digital Marketing, 2020). This increase in social media usage during the Covid-19 pandemic led to an increase in social media celebrities' influence, causing some people to, among other things, practice more home physical exercises, express interest in learning how to cook, or focus on other hobbies. The major aim of the present research is to explore the impact of social media celebrities on consumers' behavior during Covid-19 pandemic with a focus on sport consumption. To do this, we conducted 16 in-depth interviews among sports fans and social media users in Qatar. All the interviews were recorded and transcribed and analyzed through content analysis technique. Our findings indicate that people started to follow new social media celebrities during the pandemic, and most of the interviewees stated that those celebrities were different from the ones they had followed before the pandemic. Some people started to follow doctors and health ministries, or organizations like the WHO (World Health Organization) and the Ministry of Health, in order to know more about Covid-19 precautions, to learn about the number of people infected, and to get the latest covid19 related news and to stay updated. The interviewees also mentioned that they were influenced by social media celebrities to shop online more, use their discount codes, or follow their advice and recommendations for shopping. While some followed make-up artists, chefs, book vloggers, psychologists, QatarYoutube, DohaLive, and general social media, out of the 16 interviewees, seven answered that they have started to follow sports trainers, fitness coaches, fitness stars or professional sports players. In addition, due to social media influence, a majority of interviewees started to consume more sport products for either practicing at home or for outdoor use. As result of following social media influencers, some interviewees started buying protein or healthy and organic food.

IMPACT OF FANS' PERCEPTION OF PAID SPORT STREAMING SERVICE QUALITY

Andrew Kim¹, Ryan Turcott¹, Minhong Kim², and James J. Zhang³

¹Gonzaga University, United States of America;

²University of North Texas, United States of

America; ³University of Georgia, United States of America

With recent advances in information technology and internet speeds, sport fans can now watch various sporting events through online streaming services, such as paid streaming services (e.g., ESPN Plus (+)), in real time. Specifically, as paid sport streaming services offer both convenience and economic benefits, sports media consumption has gradually shifted to online media platforms (Kim et al., 2020; Pegoraro, 2013). Additionally, due to the advantages and importance of sport streaming services, that market is becoming ever more competitive. Therefore, it is necessary to examine and understanding sport fans' behavior regarding paid streaming services and conceptualize the psychological constructs that attract new consumers and create long-term streaming service consumers. In particular, it is essential to understand how the perception of the quality of these services affects the user experience and creates a long-term consumer of those services. Although the consumers' perceived quality is also imperative in the sport market as sport fans' perceived quality of a product or service both offline and online positively influences their satisfaction and behavioral intention (e.g., Hur et al., 2011), the relationship between sport fans' perception of paid sport streaming services quality and their consumption experience is still unclear. To effectively build and leverage strategies, service providers need a clear understanding and knowledge of sport fan behavior in paid streaming services. Therefore, the purpose of the current study was to investigate the themes of sport fans' perceived quality of a paid streaming service, and how it influences their consumption experiences. To explore and develop sport fans' perceptions of paid

sport streaming services, specifically related to quality, a qualitative method was employed. A sample of participants was purposively selected. Sport fans who have subscribed to any paid sport streaming service for more than 1 year were eligible to participate. A total of 24 sport fans subscribing to any paid sport streaming service for more than 1 year participated in this study, and the data collected were analyzed based on Charmaz (2006), Creswell (2009), and Moustakas (1994) grounded theory guidelines and the procedures in the NVivo 12 program. A total of six themes' representing specific dimensions of sport fans' perceived quality of paid streaming services emerged in the qualitative analysis. These were (a) information & content quality, (b) interface quality, (c) mobile application quality, (d) technical option quality, (e) customer service quality, and (f) price quality. Also, the findings of this study indicated that Sport fans consider various service aspects of paid streaming services, such as content, customer service, and price, and there was a positive relationship seen between good experience with the service and achieving their own motivational gratification, which helps when extending their subscriptions. The results of the current study provide sport managers with a better understanding of sport fans' behavior on paid sport streaming services. Specifically, the findings are surely helpful for establishing a fundamental conceptualization for understanding the reasons that cause and channel sport fans' behavior associated with paid sport streaming services. These results also provide a clearer direction to managers who want to develop more effective strategies for building consumer interest and a loyal fan base.

RELATIONSHIP MARKETING IN SOCIAL MEDIA: AN EXAMINATION OF NFL TEAMS' INSTAGRAM USE

Wenche Wang

University of Michigan, United States of America

Relationship marketing is an effective approach for sport organizations to build long-term relationships

with fans and maintain a loyal consumer base (Kim & Trail, 2011). In Grönroos (2004)'s conceptual framework, three vital areas are highlighted to ensure a successful execution of relationship marketing strategies: interaction, communication, and value. The advance of social media provides important relationship marketing opportunities for sport organizations and serves as a platform to connect sport fans for an ongoing discussion. Sport teams tend to build relationship through providing timely information and promoting products on social media (e.g., Hambrick & Kang, 2014). Fans are motivated by their love for the athletes and teams and seek opportunities to proclaim their passion and share their specialist knowledge (Stavros et al., 2014). Therefore, keeping fans informed and posting conversational and engaging content on social media can maintain strong relationship with fans (Stavros et al., 2014). This paper focuses on the communication process in Grönroos (2004)'s framework and investigates the topics in the Instagram posts by the National Football League (NFL) teams. Additionally, this paper analyzes the effectiveness of these topics in engaging fans and other social media users. Data used in this study include 71,383 Instagram posts made by 32 NFL teams from 3 days before, to 3 days after each team's game between the 2013-2014 and the 2017-2018 season. Relevant information on these posts such as user comments and "likes" are available. Teams' performance statistics are gathered from Pro-Football-Reference.com. First, I utilized a digital ethnography method (e.g., Delia, 2017) to determine Instagram users' fan identification through analyzing the words, expressions, and behavior demonstrated in the comments. Second, I employed a guided latent Dirichlet allocation approach (Jagarlamudi et al., 2012) to classify the topics in the teams' posts. Lastly, I performed regression analyses focusing on two outcomes, 1) the volume of user engagement including "likes" and the number of comments; and 2) retention measured by the numbers of users and fans that commented on posts related to consecutive games. Results suggest that a small proportion (21.67%) of users that commented on the NFL teams' Instagram posts demonstrated fandom towards the team. Teams' pre-game

posts often involved game-related and ticket purchase information while in-game posts usually pertained to live game updates and highlights. Regression results suggest that posts about historical moments, such as Throwback Thursday, received more "likes" and attracted a larger number of user comments both before and during the game, regardless of the performance of the team. This type of posts were also more effective in retaining fans and other Instagram users. Although teams tended to post game highlights during the games, these posts were indeed more popular after the games concluded. This paper provides insights into the type of information that sport teams can provide as well as the timing of information provision to effectively engage with fans and users on social media. This paper thus offers important implications for sport teams to design social media strategy to build and improve their relationships with fans and other users.

THE NBA'S DIGITAL TRANSFORMATION: AN EXPLANATORY CASE STUDY

James Santomier Jr.¹, Harald Dolles², and Harald Dolles³

¹*Sacred Heart University, United States of America;*

²*Molde University College - Specialized University in Logistics, Norway;* ³*Universität zu Köln, Germany*

Digital transformation has changed the way enterprises conduct business and organize business activities and processes. Digitally focused business models leverage a mix of core and specialized technologies, some of which continue to resonate through society (Fenwick & Schadler, 2018; Schmitt, 2017). The integration of digital technology in the sport industry has received significant academic attention (Ratten, 2018; Ströbel et al., 2021), however, limited attention has focused on issues related to the management of digital transformation processes in sport enterprises (Ratten, 2018) and the scope and depth of the impact of digital technology integration on organizations (Grab, 2019; Wu, 2021). The U.S.-based National Basketball Association's (NBA) digital transformation began in in

2000 (Sutton, 2000), and in 2010, the league embarked on a new business strategy to expand its global reach by creating strategic media and brand partnerships and social media marketing initiatives (Abbott, 2010; Krasnoff, 2017). The purpose of this paper is to examine the NBA's digital transformation, including the multiple interactions of actors in the digital transformation process. A key aim is understanding the synergy between the league's integration of digital technologies and the evolution of its business model and global brand. An explanatory case study design was used to examine the NBA's integration of digital technologies, digital and social media marketing strategies, business model innovation, multimedia partnerships, and strategic sponsorships. Data was derived from: (1) academic journals; (2) research based white papers; (3) sport industry reports and periodicals; (4) selected sport industry websites; and (5) pre-recorded interviews with selected NBA officials. By integrating digital technologies across the enterprise, the NBA developed an ecosystem-based consumer-focused busi-

ness model, content-focused digital assets, and partnerships with media, brands, and cultural events. By the 2017-2018 season, the NBA had validated its position as a successful global entertainment property. Its current media partnerships and strategic sponsorships are synergistic with its business model and marketing objectives and target markets, and digital products and acquisitions. We examined the NBA's digital transformation, including how the league managed its business and marketing strategies, including social media, to establish a global brand. Our analysis revealed how the NBA's digital transformation allowed the league to concentrate on consumer outcomes, enhance the NBA fan experience, generate revenue from digital products and services, and transform its business model. The NBA's integrated digital business strategy, led by David Stern and Adam Silver, business model innovation, and marketing initiatives provide an exemplar for professional teams, leagues, and federations worldwide seeking to transform and manage their digitally focused enterprises.

ANALYSIS OF ADVERTISING EFFECTIVENESS IN ESPORTS EVENTS USING NEUROMARKETING TECHNIQUES

Frano Giakoni¹, Francisco Segado², and Aarón Manzanares²

¹*Universidad Autónoma de Chile, Chile;*

²*Universidad Católica de Murcia, Spain*

The esports industry has experienced an exponential increase over the last decade. In fact, some esports events have even become major global sporting events, being comparable in magnitude to mega sporting events (Hamari & Sjoblom, 2017). This is why events, especially esports events, are considered marketing tools by companies that provide sponsorship to attract new consumers (Rodriguez, 2013). It is at that moment that advertising effectiveness becomes of vital importance, aiming to reach all potential consumers (Jiang et al., 2020); however, the increasing saturation of advertising spaces in audiovisual media makes it increasingly difficult to find a place or a way in which the brand display achieves the advertiser's desired reach (Dos Santos & Moreno, 2018). This situation forces sports management, advertising, and marketing professionals to maintain a continuous effort to discover new ways to achieve their objectives. The analysis of cognitive and emotional processes in consumers using neuromarketing techniques makes it possible to describe the perception of advertising impacts in the context of consumption itself (Pozharliev et al., 2017). Aim: To analyse and describe the effectiveness of advertising in streaming esports events, based on brand characteristics, with the application of neuromarketing tools. Sample: It consisted of 48 subjects, with a mean age of 23.4 ± 17 years, who watched streams an average of 9.42 ± 45 hours per week and play esports 16.4 ± 37 hours per week. Independent variables: Size, location, colour, complexity, and exposure time of ad-

vertising brands. Dependent variables: Visual behaviour, emotional impact, valence, and memory. Material: 10-minute video of the final of the SuperLiga Orange (League of Legends) Spain, in the picks and bans phase. Results: The monochromatic $1.19\% \pm 1.96\%$ ($p= 0.85$), bichromatic $1.28\% \pm 1.94\%$ ($p= 0.64$), and polychromatic $1.18\% \pm 2.12\%$ ($p= 0.99$) colour of the brands did not affect viewers' viewing time and had no effect on future memory generation, where monochromatic recorded $34.31\% \pm 46.61\%$ ($p= 0.13$), bichromatic $42.29\% \pm 46.55\%$ ($p= 0.95$), and polychromatic $42.99\% \pm 45.47\%$ ($p= 0.12$). On the other hand, the Location of the marks did not affect the Emotional Impact of the subjects, the zone "outside the clothes" $38.84\% \pm 69.17\%$ and "inside the clothes" $38.18\% \pm 61.05\%$ ($p= 0.83$), but it was significant for the valence variable ($p= 0.005$). Conclusion: This study provides insight into how the size, location, colour, complexity, and exposure time of brands affect advertising effectiveness during a streamed esports event. Based on this knowledge, certain strategies can be proposed to improve the return on investment, both for sponsoring companies and for the company organising the event, thus generating an improvement in advertising effectiveness, in addition to not using an advertising format that can become invasive or annoying to those who consume this type of event (spectators).

SYSTEMATIC LITERATURE REVIEW ON THE SATELLITE FAN SEGMENT

Valentin Nickolai¹ and Florian Pfeffel²

¹*accadis Hochschule Bad Homburg (University of Applied Sciences) and Northumbria University Newcastle, Germany;* ²*accadis Hochschule Bad Homburg (University of Applied Sciences), Germany*

Digital media gives sports fans the opportunity to connect with their favourite club regardless of time and

place. As a result, an increasing number of sports fans are becoming interested in foreign clubs. The aim of this paper is therefore to examine the current state of research on the satellite fan segment and identify research gaps. Besides numerous studies with local sports fans, research has also been conducted on satellite, distant and displaced fans. Satellite fans are sport consumers who follow a team based abroad via new technologies (Kerr & Gladden, 2008). The distant fan also falls into this category but has never been in physical proximity to their favourite club (Pu & James, 2017). In contrast, the displaced fan describes sports consumers who grew up close to their favourite club, but due to a change of residence now rely on television or digital media to stay informed about their club (Collins et al., 2016). As satellite fans consume sports mainly via digital media and is geographically distant from their favourite club, there could be significant differences with local fans. A systematic literature review of the satellite fan segment was conducted consisting of a planning, implementation, and reporting phase (Tranfield et al., 2003). Northumbria University's library and the databases Emerald, Taylor & Francis, EBSCO, Human Kinetics, Google Scholar were searched using 20 search terms and corresponding synonyms (distant, distance, satellite, displaced, global, international, foreign, nonlocal, local, fan, supporter, follower, club, group, team, fandom, sport, media, digital, social media). The terms were combined in various combinations and forms (singular and plural). The search terms were compiled during a brainstorming session by sports management researchers. Only peer-reviewed studies that examined the perspective of or influence on sports fans who live outside the market of their favourite club were included in the analysis. In appropriate studies, backward and forward reference searching was applied. In total, 50 studies were identified as relevant. Of these studies, 9 articles were excluded based on the inclusion criteria. The study contents were compared and categorised. The results have shown that the satellite fan segment is an under-researched area. The satellite fan studies were mainly conducted with North American and Chinese sports fans, focused primarily on football, and can be

categorised into twelve areas (team identification, media, geography, loyalty, motivations, branding, consumption behaviour, psychological health, Relationship between local and satellite fans, culture and gender, travel intention, attitudes toward internationalization). Furthermore, the terms satellite, distant and displaced fans come from different sources and their definitions are inconsistently applied in studies. Therefore, the author created the International Sports Fan Nation (ISFN), which is framework that combines established local and satellite fan definitions and thus provides a uniform basis future research. While previous sports fan segmentations mainly consider demographic, psychographic, behavioural, or psychological characteristics, the ISFN framework differentiates sports fan types based on geographic constraints.

UNDERSTANDING THE ESPORTS LANDSCAPE

Donna Wong¹ and Yue Meng-Lewis²

¹Waseda University, Japan; ²Open University, United Kingdom

Esports, defined as forms of “alternative sport realities” (Hemphill, 2005, p.199), where “the primary aspects of the sport are facilitated by electronic systems; the input of players and teams as well as the output of the esports system are mediated by human-computer interfaces” (Hamari & Sjöblom, 2017, p.211), is a rapidly emerging industry. It is valued by the commercial industry for its ability to attract a diverse range of highly sought-after young participants, audience and lucrative sponsorship. As a nascent industry, knowledge gaps exist on how the current esports landscape operates, the stakeholders involved, the roles played by them and their interrelationships. This study seeks to fill in this knowledge gap by reflecting on the current setup and infrastructure needed to understand the sustainable development of the industry. We have four research objectives. Firstly, we identify the key players and actors within esports industry and explore their respective roles and interests within the esports

industry. Secondly, as an industry co-created by multiple industries, through examining the interorganisational relationships (IOR) between the key players and actors, we seek to understand how these collaborative efforts enrich and sustain the esports industry. Thirdly, by drawing all these threads together, we map out the structure of the esports ecosystem and present the contemporary esports landscape. Finally, we propose a number of strategies to promote its sustainable development. This research takes an industrial organisation approach, a framework derived from applied micro economic theory that provides a framework for organising an industry into a comprehensive whole while maintaining enough flexibility to examine its unique characteristics (Davies & Downward, 1996; Williams, 2002). The approach employs the strategy of analysing the structural properties of the current system and the resulting conduct and performance of the businesses. Combining the analysis with the Interorganisational Relations (IOR) theory, we seek to explore the roles of various key actors and players and analyse their interrelationships. In the current setup of the esports industry, game developers, professional teams, tournament organisers, and professional players are identified in as key actors that are essential for the esports industry. The esports industry is characterised by its fragmented system – the lack of structures, regulation, and governance. Without a particular hierarchy and overarching governance structure, development in the esports industry is relying on competition, coordination and cooperation, the general principles that defines the relationship between the key actors and players, to foster its growth. This model of operation was for a long time isolated from any external influences, devoid of any forms of central governance. Stakeholders are able to utilise their capabilities by adapting, reconfiguring, or diverging from their environment to increase their survivability, which shaped the esports industry the way it is today. As more and more new forces (e.g., entrepreneurs, media businesses, sport organisations, and investors) enter the esports industry, it will challenge the existing interorganisational approach of competition, co-ordination and co-operation. To ensure a tenable future for esports, there needs to

be a more sustainable and healthier esports ecosystem.

THE EXPONENTIAL GLOBAL GROWTH OF ESPORTS

Katharine Nohr

Nohr Sports Risk Management, LLC, Law Offices of Katharine M. Nohr, LLC, United States of America

Esports has been growing exponentially and will soon surpass traditional sports in revenue. The COVID-19 pandemic has caused accelerated growth in this sector due to the shutdown of traditional sports and because esports competitions and practices could easily shift to a remote format. Esports will likely be featured as a new sport at the 2024 Paris Olympic Games; brands are shifting advertising dollars away from traditional sports to esports; and traditional professional sports are embracing esports versions of their sports. This Professional Practice Oral Presentation explores the esports ecosystem and the importance for organizations to embrace esports as legitimate sports. This presentation provides highlights of the rich history of esports and discusses how Gen G - the gaming generation - are benefiting from the explosion of game-based-learning, scholastic esports, collegiate esports, and professionals esports. I discuss the future of esports and how esports athletes' skills must evolve as games become less sedentary and progress to active virtual reality game play. COVID-19 has caused exponential acceleration of the esports industry and stakeholders of traditional sports must take notice.

STREAMING DEMAND OF ESPORTS: ANALYSIS OF COUNTER-STRIKE: GLOBAL OFFENSIVE

Artemiy Safronov and Thadeu Gasparetto

National Research University Higher School of Economics, Russia

The eSports industry is developing at a rapid pace. The

expansion of streaming services such as Twitch or Youtube Live, played an important role in this leap and greatly contributed to the rise in popularity of electronic sports. Despite this success, there is no research on the topic of streaming demand of eSports to date, in contrast to traditional sports (Schreyer & Ansari, 2021). In recent years, researchers started to explore the topic of eSports consumption, identifying consumer needs: either to watch or to play competitive videogames. Lee and Schoenstedt (2011) analyze the perspective of gamers. They highlight that competition and skills are positively associated with the playing time, while peer pressure has a negative impact. Weiss and Schiele (2013), inspecting the consumer needs and reasons for playing competitive eSports, show that competition, challenge and escapism positively affect participation and motivate gamers to play different games. Kim and Kim (2020) explore the topic of eSports spectatorship during live-streaming events. The findings suggest that the flow is influenced by achievements, drama, skills of the players and well-being is highly associated to social dimensions. The aforementioned works inspected the eSports consumption through qualitative lens, but no quantitative research is found to the date. Therefore, this paper aims to fill this gap using an attendance-based demand approach to analyze the streaming demand of eSports for the first time. The econometric approach consists in Multiple Linear Regressions. The dataset comprises 812 matches of CS: GO from January 2018 to March 2021. The models estimate the streaming audience of Counter-Strike: Global Offensive (CS: GO) matches (audience) which is driven by Tournament Quality in the form of total Prize Pool (q), Match Quality in the form of Sum of Points in Ranking (p), Star-quality players from TOP 20 World Ranking (r), national diversity in participating teams (n), controlled by dummy variables Weekend (w) capturing the effect of matches scheduled on weekends, LAN (l) capturing the effect of games at the stadiums in front of the fans, Number of Maps (f) for different types of matches. Moreover, the impact of the Uncertainty of Outcome is particularly examined by three indicators. Other control variables are region (R),

month (m), season (t). Main findings indicate that eSports viewers value factors such as quality of tournament, match quality and individual skill of the athletes when watching matches. In addition, the outputs reveal that viewers of streaming broadcasts of CS: GO are more willing to watch highly competitive matches between the participants, corroborating the classical hypothesis from Rottenberg (1956). The current research contributes to the existing eSports literature, showing that most of the key determinants are in line with traditional sports disciplines, but peculiar aspects of eSports demand emerged from the outcomes too. The empirical findings offered could be used by key stakeholders in the eSports industry for maximizing streaming audiences and revenues. Further research inspecting different eSports disciplines are encouraged.

THE FASTEST GROWING BUSINESS IN PANDEMIC COVID-19, THE GLOBAL E-SPORTS INDUSTRY

Oscar Hurtado, Michael Rubiano, and Andres Zarate

Universidad Distrital Francisco José de Caldas, Colombia

The e-sports or electronic sports are a growing business that as time goes by is gaining more strength, the social conditions that have taken lately have allowed the idea of practicing sports nowadays in an easy and affordable way to be stronger; What lately has been catalogued by several economists as the fourth industrial (technological) revolution, makes consumerism take over again the social mentality, technology has become so realistic that it is already part of us as human beings in a global capitalist system that focuses on the production of money in the most effective way and that has a future projection to establish what we know as a profitable business. In the systematic environment of this sport an important characteristic is denoted and it is the business model that is used in order to make it more prominent and prestigious by people for its commercialization, this model is based on the creation of clubs and leagues, which promotes them

through important characters in the world of social networks who attract all their audience and also become interested in the project as a result of the participation of his character, this in turn captures the interest of thousands of investors who give a value for the reception and the inclination of each of the people who are interested and see in this more than a business, a distraction and a hobby. The origins of this sport, which would soon become an industry, date back to the 80s and 90s in the format of short arcade tournaments held in the United States, attracting the attention of the amateur public for the monetary values that are awarded to the winner, however, the transaction would be given to the online world from the arrival of the internet, this allowed a greater globalization and expansion of its ideal because thanks to this could face rivals from different countries giving a more competitive level that attracted fans. The antecedents of the first tournaments, clubs and "competitive" leagues date back to the clandestine meetings organized by video game fans, which allowed the creation of short tournaments with monetary prizes. Currently, streaming platforms have strengthened the e-sports business since it is much easier to access people allowing them to watch a massive entertainment event from the comfort of their home: such platforms have as a business model, the conquest of the largest possible audience in a single event broadcast by one person, that is, the more active people the streamer (person who broadcasts the event) has, the more money the platform will pay. This model is also very attractive for brands and investors because of the publicity that is generated, thus increasing the ideals of a business with a future as well as profitable in terms of economic support and socio-economic impact.

ESPORTS VIEWERSHIP DEMAND ON TWITCH: AN ECONOMETRIC ANALYSIS

Grace Yan¹, Hanhan Xue², Nicholas Watanabe¹, and Joshua Newman²

¹University of South Carolina, USA; ²Florida State University, USA

To date, the esports industry has witnessed rapid expansion, with hundreds of millions of individuals participating in esports annually (Brown et al., 2018). At the same time, esports scholarship in the field of sport management can still be considered in its infancy, with studies often focused on debating whether esports is a sport (Hallman & Giel, 2018) or analyzing motivations for consumer/participant behaviors in esports (e.g., Pizzo et al., 2018; Qian et al., 2019b; Seo, 2016). Against this backdrop, in this article we seek to advance this line of inquiry by taking an economic approach to the study of esports consumption. More specifically, we propose a framework for investigating consumer demand in esports by analyzing the main economic determinants of online viewing activity of esports programs and events. Surprisingly, while consumer demand is a basic concept — especially with the substantial volume of research studying the demand for sport, including research examining event viewership and consumption on digital platforms (e.g., Tainsky & McEvoy, 2012) — it has received limited attention from researchers. Moreover, economics based studies of esports have generally focused on the labor markets and athlete performance in esports (Parshakov et al., 2018; Parshakov & Zavertiaeva, 2018). Considering this, the foundation of our framework is the observation that while esports makes the shift to live streaming, broadcast platforms dedicated to gaming expand the horizon of esports. In order to model factors that determine esports, this research follows guidance from previous research examining the determinants of television viewership and social media following in sport (Tainsky, 2010; Watanabe et al., 2015). Specifically, we consider the characteristics of channels that could potentially be more appealing to viewers, and thus consider a number of determinants that could potentially impact the viewership of online esports broadcasts. Results were estimated with panel regressions measuring different forms of viewership using data that was collected from the Twitch platform. Overall, the results from the models found that the number of followers an account had was positive and significant in all models at the one percent level. This indicates that having a high level of popularity on

Twitch was important in increasing viewership, and falls in line with prior understanding of the attention economy where microtransactions such as following play an important role in drawing interest to media (Van Dijck & Poell, 2003). The current research advances the examination of esports through using the framework of the attention economy to provide new insight into behaviors on streaming sites where a majority of esports viewership is conducted. Furthermore, as the examination of esports consumer behaviors in the sport literature has almost entirely been conducted by surveying viewers or participants (e.g., Pizzo et al., 2018; Qian et al., 2019a, 2019b; Xiao, 2020), this study is one of the first to analyze esports viewership through analyzing data directly collected from streaming sites. As such, the current study offers numerous contributions to advance the theoretical and empirical understanding and approaches in the study of esports.

CASE STUDY: SOCIO-SPORTS AND ECONOMIC DEVELOPMENT OF THE ESPORTS PHENOMENON IN SPAIN

Hernández-Suárez

La Laguna University, Spain

Since 2017, the author has developed a line of research into the social and sporting phenomenon of e-Sports, through two actions: The first, through a socio-economic forum, eBC Forum, with two specialised calls, in 2018 under the title "The new opportunities of eGames and eSports in the ecosystem of the Canary Islands" and in 2019, with "The keys to the development of the eGames and eSports Industry in the Canary Islands". From its conclusions, the paper "la influencia de la industria de los e-Sports en España" (The influence of the e-Sports industry in Spain)" (2019), where a clear evolution of the phenomenon can be appreciated in a pre-pandemic social framework (Hernández-Suárez & Acosta-Armas, 2018) and a subsequent article, post-pandemic, " Desarrollo socio-deportivo del fenómeno de los eSports en España"

(Social-sports development of the eSports phenomenon in Spain), (Hernández-Suárez & Acosta Armas, 2021) within the XVI Congreso Internacional de la Asociación Española de Investigación Social Aplicada al Deporte. From a comparative analysis of the models in traditional Sport and the e-Sports proposal, it is clarified how both modalities develop social processes with common social, recreational and economics. Currently, the upward trend of the social phenomenon of eSports and Sport, in a new post-pandemic scenario, has broadened the range of problems and interests in the line of research initiated since 2017 by the authors, with a relevant role of the service sector, within the marketing, advertising and financial sectors in Spain, with the interaction with other players and economies at a global level.

AN ANALYSIS OF THE ESPORTS INDUSTRY IN THE UNITED STATES: LESSONS AND IMPLICATIONS FOR THE DEVELOPMENT OF ESPORTS IN HONG KONG

Gigi Lam and Oscar Wong Wai Kuen

Hong Kong Shue Yan University

The phenomenon of esports is not a recent development, however, in the recent years, esports has gained tremendous success in the global entertainment market (Scholz, 2019). Even though the COVID-19 pandemic has affected esports development – various esports leagues and tournaments were postponed and canceled, the market still experienced moderate growth under all these circumstances. As a great power of esports, esports market in the United States is projected to reach US\$282.10m in 2022 and is expected to show an annual growth rate of 8.39% (Statista, 2022). Discussion from diverse disciplines in academia has constantly increased owing to the exponential growth of esports entertainment in the U.S. And has growing implications for education: Rothwell & Shaffer (2019) illustrates that in the United States, schools are currently willing to provide esports teams to satisfy the growing desire to train students on the

skills emphasized in STEM and Career Technical Education. Some research also focuses on building the diversity and inclusion of esports environment in campus life for all students and avoiding toxicity toward women and minorities in the U.S. (Amazan-Hall et al., 2018). Academics in the United States are also concerned about the rights and health of esports players because of the few protections for esports players. For example, Hollist (2015) suggests regulatory solutions in order to take care of players whose received intensive training are experiencing health complications; DiFrancisco-Donoghue et al (2019) attempt to contribute to health management model on how to treat esports athletes. In addition, legal, policy, and litigation implications of esports are also discussed in various research (Holden, et al 2017). Some research has focused on articulating a comparison, then offer relevant insight or reference for the developing esports industry. For example, Snavely (2014) reviews the initial development of contemporary esports in Korea, and analyses the current state of esports in North America by reviewing Major League Gaming and their techniques for advancing the esports system. There are several disciplines about U.S. esports circumstance has been conducted. However, by integrating the above-mentioned studies, there are lack comprehensive evaluation of esports development about United States. Followed by Lam and Wong (2022b) which explore the esports development of the Asia region, the present article will further extend the vision to U.S. by applying the systematic and universal framework - esports development ecosystem which has been introduced for examining the extent of development comprehensiveness on esports, strengths and weaknesses on esports development through discovering the elements affecting the esports industry, and how these elements interact in countries or regions under following perspective: Information and Communications Technology, Education, Social Acceptance, Government Engagement, Nongovernmental Organizations, Esports Configuration (Lam & Wong, 2022a). The present study found that current development in the United States result from the following factors: esports participants are recognized as athletes in 2013

for the purposes of U.S. visa applications which benefit recruiting esports talents and hosting international esports events; High social acceptance of esports culture encourage local governments such as Atlanta and Georgia government places it on equal footing with traditional team sports and take measures to advance local esports development; Relative comprehensive education systems effectively attract esports talents and enhance social recognition – Colleges or universities offer esports scholarships alongside athletic ones, have varsity esports teams and offer varsity esports programs recognized by the National Association of Collegiate Esports (NACE). It offers policy implications to the development of esports industry in Hong Kong.

ESPORTS AND OLYMPISM, A TRICKY RELATIONSHIP? A SCOPING REVIEW

Samuel López-Carril¹, Tiago Ribeiro², and Jaime S. C. Amor³

¹Universidad de Castilla-La Mancha, Spain; ²University of Lisbon, Portugal; ³Universitat de València, Spain

Esports represents community, inclusivity, and engagement in the digital era. It is an ever-growing and innovative phenomenon that acts globally among millennial and Gen Z generations (Freeman & Wohn, 2017). Its digital expansion has attracted scholars' attention, publishers, and the Olympic Movement (OM) in recent years. The high popularity of esports is in line with the International Olympic Committee's (IOC) desire to attract new target audiences and spread Olympic values (IOC, 2021). The IOC has already considered esports as a sporting activity possible to be added to the Olympic program, to further gain the acceptance of OM and their stakeholders. However, what makes their incorporation difficult is that esports are primarily based on commerce, lack institutional support and are not easily compatible with the values of Olympism (Abanazir, 2019, 2021; Pack & Hedlund, 2020). The esports inclusion approach by the Olympic Movement

has brought some controversy among supporters and detractors. Nevertheless, this relationship lacks more empirical evidence and a critical analysis of its sustainability based on current literature. Indeed, this social phenomenon is still far from being understood. The question is not whether esports will be Olympic sports, but which are and how they can have sustainable implications and impacts for the Olympics? Optimizing resources to ensure positive economic, social, and ecological results is essential. The objective main aim of this research is to map the state-of-the-art on esports and Olympism to obtain a better understanding of the relationship between both sides. Because the body of literature on esports and OM has not been comprehensively reviewed, and the subject matter is emergent, broad, complex, and heterogeneous in nature, a scoping review is proposed to provide a better understanding of the subject matter under study, identify possible gaps, mapping key concepts, and establish future lines of research. To this end and following the work of Arskey and O'Malley (2005), the research questions in a scoping review should neither be too narrow as to limit the analysis process nor too broad so that the literature under analysis meets the research objectives. Accordingly, the following research questions are posed:

- (a) How has esports and OM been studied within the literature?
- (b) What topic areas on esports and OM been had been addressed?
- (c) What are the emergent theoretical and practical future directions?

Methodologically, scoping involves systematically searching, selecting, and synthesizing existing knowledge. To do so, this work follows the methodological procedures proposed by Lockwood et al. (2019) in which PRISMA-ScR and Joanna Briggs Institute (JBI) methodological guidelines for scoping reviews are highlighted. This research is ongoing. Nevertheless, by the time of the WASM Conference 2023 it will be completed, and all the results obtained will be presented and discussed. It is hoped that the results can broaden the level of knowledge on a topic of study that continues to be of great interest to both academics

and practitioners in the esports and Olympic industries.

UNDERSTANDING HOW SPORT ORGANISATIONS CAN LEVERAGE ESPORTS

Dongqi Wang¹, Sheranne Fairley¹, and Daniel O'Brien²

¹The University of Queensland, Australia; ²Bond University, Australia

Event leveraging is the process of strategically planning to maximise benefits from events (Chalip, 2004). Research on event leveraging to date has examined how economic, tourism, social, and sport participation benefits can be derived from events that occur in-person (e.g., Kelly & Fairley, 2018; Taks et al., 2018). Virtual events, such as eSports events, are increasingly being used by sport organisations to complement their existing brands (Lopez et al., 2021; Pizzo et al., 2022), yet, we know little about how eSports events can be leveraged. In this research we use a grounded theory method to examine how motorsports organisations can leverage eSports. Eleven interviews were conducted with stakeholders that are key to the eSports operations of three motorsports organisations. Interviews ranged between 27 and 80 minutes. Data were analysed through open, axial, and selective coding (Corbin & Strauss, 2008). Sport organisations can leverage eSports to maximise consumer engagement, to enhance sport participation pathways, and for innovation and product testing of real-world products and events. We developed a grounded theory model that details how each of these benefits can be leveraged. Key and central to how sport organisations can leverage eSports is the relationship between the sport organisation and the eSports publisher. While the relationship is officially structured by a licensing agreement, the daily collaboration between the two organisations enables leveraging efforts.

Leveraging eSports for consumer engagement.

Given eSports is often popular among young adults who are traditionally hard to target, and has a global

reach (Watanabe et al., 2021), sport organisations can leverage eSports to attract new fans. Through eSports, replication of the sport organisations brand, and also replication of the real-world sport activities are possible with the eSports experience being made to look as close to the real-world product as possible. Without the fear of safety that exists in real-world motorsports (Lippi et al., 2007), race elements can be manipulated to create excitement, and fans can see and interact with real-world drivers in a more relaxed environment. Such immersive and real-time interactions create a sense of belonging within the brand community (Shen, 2021).

Leveraging eSports for sport participation and product testing.

Motorsports is both a risky and expensive sport (Lippi et al., 2007). Barriers and constraints to participating in sports include fear of injury (Podlog & Eklund, 2006), and limited financial resources (Elling &

Claringbould, 2005). Sport organisations can leverage eSports to generate sport participation given the transferable skills between real-world motorsports and eSports, coupled with overcoming constraints to participation such as fear of safety and financial expense. Thus, eSports provides sport organisations with opportunities to generate sport participation, but also for further participation pathways such as talent identification, driver development, and transitioning eSports drivers to the real-world sport. In turn, real-world drivers can provide feedback to publishers to make the eSports experience more similar to the real-world. The similarity between eSports and the real-world allows sport organisations with the ability to beta-test innovations in the virtual world before transitioning them to the real-world. This research advances our understanding of how sport organisations can leverage eSports.

MEMBERS' PERCEPTIONS OF WEARABLE FITNESS TECHNOLOGY: INSTRUMENT VALIDITY AND RELIABILITY

Vera Pedragosa¹, Salvador Angosto², and Celina Gonçalves³

¹Universidade Autónoma de Lisboa (UAL), Portugal;

²University of Murcia, Spain; ³Universidade de Maia (ISMAI & CIDESD) / Instituto Politécnico de Bragança, Portugal

The fitness industry was established around the world. IHRSA (2020) identifying 184 million members, 205,000 gyms and €81,7 billions of annual revenues worldwide. The goal is retention, members committed and profitable gyms (Pedragosa et al., 2015). The technological fitness (i.e., virtual classes; applications; wearable fitness technology (WFT); on demand) started before COVID-19 and has been intensifying (Ferreira et al., 2021). The aim of this study, following Pizzo et al. (2020) through qualitative analyses that identified three dimensions (interaction, gamification, and accountability) for WFT, was the validation and reliability through quantitative analyses. The sample consisted in members that used MYZONE in Portugal (database Gimmica and 2 gyms). Based on Pizzo et al. (2020), a survey with 18 items and demographic questions was created: 4 social interaction; 7 gamification; 7 accountability. All items were measured through 7-point scale (Strongly Disagree (1) - Strongly Agree (7)). 244 respondents were in online platform Lime-survey (after data screening 177 surveys were deemed usable for data analysis). An Exploratory Factor Analysis (EFA) was used to test the distribution of items with the program Factor v10. Subsequently, the distribution was verified with Confirmatory Factor Analysis (CFA) using the program AMOS v22.0. (Lloret-Segura et al., 2014). The results indicated that the psychometric properties showed adequate skewness and

kurtosis indices. All indices were statistically significantly related. AFE showed adequate fit indices (Bartlett's test (df) = 1623.7(91); $p \leq .001$; KMO = .93; RMCR < .05; GFI > .95; CFI > .95). A single factor composed of 14 items was extracted. Furthermore, it had adequate reproducibility (G-H Index = .95). Subsequently, the CFA corroborated an adequate fit of the items resulting from the AFE ($\chi^2(70) = 145.54$; $p \leq .001$; RMSEA = .079; NNFI = .91; CFI = .95; TLI = .94; IFI = .95). Finally, the reliability of the scale showed adequate indices within the indicated limits (Conbach's Alpha = .93; Composite Reliability = .93; AVE = .50). In this study, through quantitative analysis, one dimension with 14 items, was created to validate and reliable the instrument based on Pizzo et. al (2000). This study extends the present literature about WFT and also providing insights to suppliers, managers and members. The WFT can be used to analyses the influences of WFT on management and member's perceptions on service experience. This quantitative instrument can be satisfactorily used among fitness members and create the opportunities to improve relational interaction.

TURNING SPORT ORGANIZATIONS INTO DIGITAL: A LOCAL PERSPECTIVE OF NON-PROFIT FOOTBALL ASSOCIATIONS

Patrizia Zagnoli and Elena Radicchi

University of Florence, Italy

As the world is being more interconnected, people become seamlessly interdependent to each other and surrounded by smart, responsive objects, becoming integrated into an 'infosphere' (Floridi, 2014) which is the new space where human being live and interact. The accelerating digital transformation is strongly pushed by the Covid-19 outbreak: the growth of physical distancing among people induced by the global pandemic

is leading to an inevitable surge in the use of digital technologies focus the analogic contexts of sport content. Our analysis is driven by the following questions: ‘Digital technologies do influence the balance between digital and analogic dimensions for the sport service offering?’ ‘What came about to the sport service fruition and interactions?’. The sport industry - that is made of real emotions, passion, participation, integration among people - is being overwhelmed by the emergence of a digital and virtual life. The new hyperconnected reality within which it is no longer ‘sensible to ask’ whether one may be online or offline - defines more and more the way we entertain ourselves, we practice and watch sports. The paper aims to analyse the most popular sport (football) in its amateur League, focusing on a very innovative technological application developed within the clubs affiliated to the National Amateur Football League (LND). Framed within the analytical and theoretical paradigm of Service Management (Normann, 1984; Grönroos, 2000, 2011, 2015; Vargo & Lush, 2016) the research focuses on an online platform - based on cloud computing - introduced as a piloting project to improve clubs’ organization and business efficiency, in a panel of amateur football associations in Tuscany (Italy) - 730 football teams, 11.000 active users, 80.000 young players. The web-APP, developed as a ‘constellation’ of multiple sub-apps with several functionalities (e.g. matches organization, athlete’s management, medical files recording, etc.) is a new tool that comes to improve the organization of sport clubs favouring the augmented service offering (Grönroos, 2011, 2015) in terms of accessibility and organization. The paper draws several implications. Firstly, the digitalization of sport services provides efficiency and easiness of communication among sport activities, athletes, practitioners, families; nevertheless, the role of stakeholders has progressively risen as ‘data source’ asset able to activate opportunities for demand and supply (shoes, apparels, jerseys, food&beverage, sport equipment, etc.). Moreover, ICTs are ‘smart agents’ in control of data and information and this relation generates an asymmetry: sports supply stakeholders (practitioners, families, fans, participants) are actually benefiting

from the digital organization, yet not as much as from the value potential of their data sourcing based on about 300.000 families’ members. Last but not least, with the introduction of mobile apps, algorithms, geo-location, contact tracing apps, interactions in sports might become as ‘standard’ and leave less flexible space to creativity, spontaneity and improvisation. If on one hand, digitalization offers a range of tools to facilitate the sport participation and organization, on the other hand, the ‘digital push’ might overhang the ‘analogic’ side of sport which instead should maintain the root of sport authenticity. The big challenge is the tension between the local logic vs the global logic in a context of increasing business for the sport industry.

CROWD MANAGEMENT MODELS AND TECHNOLOGIES: HOW TO BE PREPARED FOR QATAR’S 2022 WORLD CUP

Mohammed Yaqot¹, Karim Rezk², Robert Franzoi¹, Brenno Menezes¹, and Kamilla Swart¹

¹Hamad Bin Khalifa University, Qatar; ²Gothenburg Trading and Contracting, Qatar

Prevention of injuries and deaths in events with a massive number of spectators has always been a challenging safety and security task. Unforeseen and unexpected inputs for the development of crowd management models dramatically invalidate the outputs of the prescriptions of what is expected to happen in the ingress, egress, and regress. Today’s technologies to track and trace spectators and Internet-of-Things (IoT) devices connected to mobiles can pose another level of precision management of crowds that would allow reaching another degree of prevention of problems in massive events. Such interplay of crowd management models and technologies is even more necessary considering the challenges for the coordination of crowds during Qatar’s 2022 World Cup, where, for the first time in sports history, four games are scheduled to take place each day within the same metropolitan area. This 22nd edition of the FIFA World Cup will be the most compact World Cup ever. Considering around 40 to 80

thousand in a stadium, an additional wave of around half a million spectators commuting around the city is expected in Qatar's World Cup during the first stage of the competitions with 4 games a day. The objective of this work is to determine models of crowd management to be simulated with what-if configuration cases and how novel technologies of IoT can support a better coordination of crowds during and post the events to avoid crowd densities and the creation of effective flow patterns to determined possible bottlenecks and proactively mitigate problems.

AI-POWERED COMPUTER-GENERATED IMAGERY (CGI) VIRTUAL INFLUENCERS AS BRAND AMBASSADORS IN THE GLOBAL SPORT BUSINESS MARKETPLACE

Norhan Omar

Shanghai Jiao Tong University, China

As artificial intelligence (AI) technologies have become more capable interaction partners (human-machine communication; HMC), understanding how people perceive and interact with them becomes increasingly important to study. AI technology developers have recently created a new generation of AI-powered computer-generated imagery (CGI) influencers called virtual influencers. A virtual influencer is a digital character created in computer graphics imaging or animation software. The developers then give the digital character a personality defined by a first-person view of the world, and make it accessible through popular media platforms. Lil Miquela and Imma Gram are famous examples of virtual influencers who are robots in an entirely digital form. Popular media platforms for virtual influencer distribution include Instagram, TikTok, YouTube, and Twitter, with Instagram being the common platform used. Virtual influencers are highly adaptable with regard to the brands they can promote. They can alter their storylines to the brands' needs within a short period of time, ensuring the brand's target audience effective engagement. This new advanced technology is fundamentally changing

human-computer interaction on a global scale. The global sport business marketplace can vastly benefit from utilizing this new technology of virtual influencers as brand ambassadors in promoting sports events and teams as well as promoting sports products and services as an innovative way of new media marketing communication in today's sports industry. What mostly now deserves studying is how social media users apply social rules from human-human interactions when they interact with virtual influencers online. Their interaction with the technology mimics natural human communication. That is why this study adopts the Media Are Social Actors (MASA) paradigm (Lombard & Xu, 2021) to examine this phenomenon. Understanding the nature of its underlying predictors can help the designers in creating virtual influencers that most effectively serve the global sport business marketplace and its sustainable development. The Media Are Social Actors (MASA) paradigm and theoretical framework is a structured extension of the Computers Are Social Actors (CASA) paradigm which Clifford Nass and his colleagues proposed through a series of social experiments in the 1990s (Nass et al., 1994; Nass et al., 1996; Nass et al., 1997). He expanded on the theoretical framework with Byron Reeves in their book *The Media Equation* (Nass et al., 1994; Reeves & Nass, 1996). While growing research has been applying the CASA paradigm to understand interactions with emerging technologies (Carolus et al., 2019; Perry, 2014), a limitation to the framework has always been its lack of explicit propositions that researchers can test and refine. On the other hand, the MASA paradigm has solved this by presenting nine formal propositions which distinguish the roles of primary and secondary cues of media technologies in evoking social responses. It also proposed the roles of individual differences and contextual factors in these responses, and identified mindless and mindful anthropomorphism as two major complementary mechanisms for understanding MASA phenomena. Based on that, this study will empirically test the MASA propositions through quantitative research methods of online experiments and surveys.

HOW ARTIFICIAL INTELLIGENCE TECHNOLOGY TOOLS CAN HELP SPORTS PERFORMANCE AND CREATE REVENUE FOR SPORTS HUBS BY NSATECH

Hossein Nikkar¹ and Majid Jalali²

¹NSAtech, Qatar; ²NSAtech, Iran

Artificial intelligence is technology in which machines are given the ability to perform tasks that normally require humanlike thinking. Types of AI include machine learning and neural networks. It has a broad range of possible uses in transportation, health care, entertainment, education, manufacturing. NSAtech brings this technology to sports hubs. NSAtech took 2 years to build, was made with artificial intelligence technology and now players, coaches, clubs, and research centers are amazed to see it. It has developed a unique method to create a point-of-view shot of players and movement for football, Tennis matches with 360-degree view interactively. This method does not require any additional equipment or hardware to be installed in the stadium. The cameras Capture close up within the stadium are sufficient to create the shot. The output is a 360-degree view interactively called “e-fans”. according to our research, this is the first time in the world, viewers can determine a suitable view by finger or over the mouse interactively during the match – reply shots).

‘SMART’ SPORTSWEAR QUALITY INDICATORS

Ksenia Kaisheva

Saint Petersburg State University of Industrial Technologies and Design, Russia

Despite the significant results on the international sports arena and major sporting events that have been held in the Russian Federation, only 49% of its population do sports at least once a week. In the past decade, this number doubled and has a stable tendency to grow under the influence of healthy lifestyle popularisation

measures and behavioural changes caused COVID-19 impact. In 2021, online sportswear sales in the Russian online marketplaces increased to 187%, while offline retail continues showing steady growth. The potential number of sportswear customers in Russia is more than 100 million people making it attractive for local and foreign brands. The fastest growth shows the segment of young people between 18-24 and seniors who tend to prefer ‘smart’ sportswear produced by local brands. Numerous studies show that product quality is one of the critical factors influencing sportswear purchase decisions. The traditional sportswear quality evaluation models usually focus on style, garment construction, material, product information, functional characteristics, etc. The new developments in the textile industry make it possible to create sportswear with the desired pre-determined properties (functional materials, nano-covered textiles), wearable electronics. Smart clothes for doing sports increasingly gain popularity and are produced on a large scale by Russian companies making them widely available on the market. It substantiates the need to develop new sets of quality assessment indicators to identify the most influential quality-related parameters used by Russian consumers to purchase smart sportswear. Smart sportswear quality indicators are also essential for producers because quality evaluation procedures are a part of the quality optimisation of innovative products that lead to the maximisation of profit. In the first stage, the desktop analysis of existing sportswear quality assessment models was carried out. The second stage included expert (n=67) review and elaboration of the quality indicators applicable for smart sportswear. Experts were chosen from different fields and are professional athletes including the Tokyo Olympic Games participants; government authorities from both sport and textile industry domains; sport managers including senior management of the Russian football clubs; leading academics and researchers in the areas of textile engineering, sports training, management, and quality assurance; certified quality auditors; founders and textile engineers of the sportswear manufactures located in Saint Petersburg; sports instructors; fashion experts. The analysis of expert’s

opinions allowed us to choose sets of indicators in different categories and rank them according to their potential volubility for consumers. The proposed model of smart sportswear quality assessment consists of the algorithm of quality management procedures and sets of indicators. Further research will develop a mathematical model for smart sportswear quality optimisation.

ACCELERATED IMPACT OF TECHNOLOGY ON GOLF CONSUMERS DURING THE PANDEMIC: A REVIEW OF LITERATURE

Sam Shouyu Chen¹, Fei Gao², and James J. Zhang¹

¹University of Georgia, United States of America;

²Coastal Carolina University, United States of America

Golfers comprise a segment of sophisticated consumers who are well-educated and financially affluent (NGF, 2020). The National Golf Foundation (2016) reports that 80% of people who play golf regularly have received a college education. The average household income for golfers is \$100,980, which is over 200% greater than the average household income for non-golfers (Benchcraft Company, 2020). In addition, the COVID-19 pandemic changed the demographic composition of golfers in the United States. In 2020, the number of youth golfers increased by 24%, while female golfers also jumped by eight percent (Stachura, 2021). For golf courses, equipment manufacturers, and equipment retailers aiming to earn these sophisticated consumers' attention, trust, and loyalty, it is critical to understand golfers' perceptions and usage intentions of new technologies in golf (e.g., online tee booking systems, launch monitor technology, virtual golf) (Breedlove, 2021). Through conducting a comprehensive review of literature as the method of inquiry, the purpose of this presentation is to examine the impact of technology adoption on golf consumers, particularly during the COVID-19 pandemic. While COVID-19 forced most sports to take a back seat to

public health (Sascha & Johannes, 2020), golf enjoyed a surge in popularity in 2020 as a safe, outdoor sport (Stachura, 2021). The rising popularity accelerated the adoption of technologies for more efficient golf course operations. Golf courses started offering tee times directly through their websites to better control their inventory and simplify the booking process. Golf cart GPS technology was also used to improve the pace of play by managing the golf cart speed and measuring time spent in areas where the golf cart should not be (Sharp, 2021). In recent years, industry professionals and golfers also started embracing technologies that can enhance players' experience and performance (Sahota, 2021). Launch monitors and smart golf balls provide data like ball speed, launch angle, and total distance for golfers to interpret (Lockett, 2015; Sahota, 2021). Such measured data allow players to better understand the physics of golf and improve their performance (Breedlove, 2021). Besides the measurement technology, virtual reality (VR) is effective in enriching golfers' experience. Through VR, players can practice putting, test new clubs, and even virtually visit golf courses worldwide, including those used for actual tournaments (Bennett, 2022). These new technologies are further illustrated here. Online tee booking systems are one of the most prevalent technologies in golf. A 2020 survey of 13,553 public courses found that 74% had online tee booking capabilities (Sharp, 2021). Surprisingly, a 2014 study revealed that golfers had a low demand for new technologies (e.g., scheduling websites and GPS carts) and valued them much less than traditional factors such as price and location (Rubel et al., 2014). The high adoption rate of scheduling websites in 2020 might imply a pivot in consumer behavior and perception, which caused golf courses to embrace the new technology. Indeed, a 2020 study confirmed golfers' positive perception of online tee booking (Lee, 2021). Factors such as performance and effort expectancy, social influence, and price saving orientation can predict golfers' behavioral intention to use a direct booking website (Lee, 2021). The application of measurement technology in golf is increasing as more golf coaches, golfers, and club-fitters use it to meet their various needs (Leach et al.,

2017). For example, golf coaches use launch monitors to measure and improve golfer performance as the technology offers accurate, reliable, and instantaneous feedback (Fisher, 2019; Suzuki et al., 2021). Along with the high-quality performance come the high costs of purchasing and maintaining launch monitors (Breedlove, 2021). Little research can help golf industry professionals determine if the technology is a worthwhile investment to attract and retain customers and generate more revenues. As a rare exception, however, Breedlove (2021) found that using launch monitors in equipment sales significantly increases avid golfers' in-store expenditure and shopping experience. Still, due to the recent change in golf demographics, more research needs to be conducted to understand the effect of measurement technology on more consumer segments, such as female and youth golfers (Stachura, 2021). Virtual reality (VR) in golf has received a decent amount of attention from researchers. Researchers have examined the fidelity of a VR golf putting simulator (Harris et al., 2021) and the effectiveness, challenges, and opportunities of using VR to improve golf performance (Godse et al., 2019, Harris et al., 2020). Such research may help technology providers refine their products to enhance golfers' experience and performance. Besides the performance assessment aspect, researchers have investigated virtual golf from a marketing perspective. For instance, Choi et al. examined the effects of service quality, perceived value, and consumer satisfaction on behavioral intentions in virtual golf (2018) and how virtual golf eliminates some constraints (e.g., cost, weather, and confidence) consumers may experience at an outdoor course (2019). While the existing research mainly focuses on consumer behavior in the sport of virtual golf, golf consumers can use VR in other innovative ways, such as visiting a golf course at home to prepare for a future tournament. Therefore, researchers should follow the latest trends in VR in golf and continue expanding the scope of research to offer more practical implications for golf industry professionals considering using VR to engage with their customers.

TECHNOLOGICAL AND DIGITAL INNOVATION ENTITY-RELATIONSHIPS IN SPORT AND THE OLYMPIC GAMES ECOSYSTEM

Popi Sotiriadou

Griffith University, Australia

In its Tokyo Olympics report, the IOC (2021) details the historic broadcasting ratings and unprecedented digital engagement and innovative marketing campaigns that brought the world together like never before. In fact, the Tokyo Olympics is marked as the first streaming Games producing 44 per cent more content than the Rio Olympic Games in 2016. This comes at the backdrop of the London 2012 being the first social media Games and Beijing 2008 being the first digital Games. As the use of digital platforms, 'spectator' engagement and media landscape changing in fast pace, technologies such as 360-degree replays, multi-camera live virtual reality coverage, three-dimensional athlete tracking and analytics of mega data using artificial intelligence, spectatorship at the Olympics is shifting face (Sotiriadou, 2022). Individual athletes, sports teams or leagues, coaches, high performance managers and nations across the globe seek to continuously improve performance, invest efficiently in sports, and accomplish elite success (Sotiriadou & De Bosscher, 2018). Similarly, these shifts force the Olympic Games in Paris 2026 and beyond to explore and leverage digitalization, and to think about the 'next steps'. Hence, the advancement of technological and digital innovation in high performance/elite sport, as Sotiriadou (2021) propose is a factor of an Entity-Relationship (ER) model that describes the interrelationships between big data, fans/spectators and sport events, the combined and multidisciplinary contributions of biomedicine, sports engineering and nanotechnologies that besides fan/spectators impact athletes, coaches, and others in the sports eco-system with the creation and use of new apps, gadgets, gear, equipment and digital platforms and technologies. As the past and future meet, decisions such as making the Brisbane 2032 Olympics the first Games to be *climate*

positive, this presentation is a call for a deliberate consideration of empowering an efficient Olympic Games ecosystem by expanding the entities of the digital ER model for sports.

PROMOTING SPORT BUSINESS IN THE METAVERSE: AN OVERVIEW

**Sam S. Chen¹, Ziyou Jiang¹, Brett A. Anderson¹,
Troy T. Zhao¹, and Lauren Johnson²**

¹*University of Georgia, United States of America;*

²*New Jersey City University, United States of America*

The metaverse is a shared virtual environment that allows individuals to extend their social interactions with others (Jun, 2020). It has captivated tremendous public attention as top technology companies announce that the metaverse will evolve into a new iteration of the future internet (Dwivedi et al., 2022, Tlili et al., 2022). According to Citi Global Insights, the total metaverse market value will reach between \$8 trillion and \$13 trillion by 2030, with an estimated five billion metaverse users (Ghose et al., 2022). Due to consumers' escalated interest in the metaverse, leading companies in sports (e.g., Nike, NFL, and LaLiga) are progressively engaged in the metaverse to carry out innovative promotional schemes. While increasingly more sport companies and research institutions are advancing into the metaverse, little empirical evidence is available about the metaverse and metaverse marketing in the context of sport business. A content analysis of journal articles containing the "metaverse" keyword in the Web of Science database found only one article about sport training and no article about sport business (Heo & Kim, 2021; Narin & Aydın, 2021). Thought-provoking questions, such as "What is the definition of the metaverse in the context of sport? What are sport professionals and researchers supposed to be doing in the metaverse? How can the metaverse be integrated into sport companies' existing business models?" are rarely explored. In this regard, systematic understanding of the metaverse would be beneficial to

sport business professionals and researchers. Through conducting a review of literature on journal articles in marketing about immersive technologies (e.g., augmented reality, virtual reality, extended reality, and virtual world) and industry reports about the metaverse (e.g., official company documents), this study offers a comprehensive review of metaverse concepts from a marketing perspective to provide distinct insights into consumer behavior and demographics in the context of sport. The metaverse's history, characteristics, and virtual platforms are first discussed to acquaint readers with this shared virtual environment. Specifically, we define the concept of metaverse in the context of sport, elaborate an overview of Web 2.0 and Web 3.0, examine the difference between centralized and decentralized worlds, and demonstrate the existing metaverse virtual platforms in Web 2.0 and Web 3.0. Application of the metaverse marketing strategies that lead sports companies to leverage the metaverse is listed to deepen readers' systematic understanding of how sport brands create brand awareness and explore creative consumer engagement by providing content, services, and assets. Lastly, critical literature is discussed to explore the potential impact of immersive technologies (e.g., augmented reality, virtual reality, extended reality, and virtual world) on understanding consumer behavior and formulating promotional procedures. Further discussions are also centered on researching metaverse marketing in various sport business contexts. In brief, the metaverse provides unique opportunities for sport professionals and researchers through hybrid experiences by integrating the virtual and real worlds seamlessly. It is of vital significance for sports businesses and organizations to understand consumers' needs and requirements to develop appropriate content, services, and assets of the metaverse, establishing an edge to better survive in the digital era. In addition, due to the complexity and novelty of the metaverse, key challenges and critical areas, such as information security and privacy, are highlighted when developing and implementing marketing strategies in the metaverse.

THE IMPACT OF NEW WORLD OF METaverse IN FUTURE OF DIGITAL SPORT MARKETING

Miaad Ghasemzadeh¹, Mahdi Talebpour¹, Lidija Petrovic², and Mohammadhosein Ghorbani³

¹Ferdowsi University of Mashhad, Iran; ²Carolina University, Winston-Salem, United States of America;

³Allameh Tabataba'i University, Iran

Over the years, digital marketing has radically influenced the sports industry in several ways. The first time when the sport was marketed digitally was at the 2012 London Olympics Games. Since that period till date, digital marketing measures and methods such as search engine optimization, presence, blogs, content marketing, and app production have been used in promoting the sports industries (Creative, 2021). But recently, the social world has entered a new phase. This new phase includes the world of Metaverse. After Facebook's admittedly clever move to name itself after the Metaverse, there is a lot of confusion about the actual background and technology. Zuckerberg laid the foundation for this early on. Back in 2014, Facebook acquired the virtual reality company Oculus. So the work in the area of the Metaverse has long since begun. The rebranding merely brought this to the fore (ISPO, 2022). Digital sports marketing is a new, dynamic, and rapidly evolving area that is having a profound impact on the contemporary sports business. Digital marketing encompasses all marketing efforts that use an electronic device or the internet. Businesses leverage digital channels such as search engines, social media, email, and their websites to connect with current and

prospective customers. This can also be referred to as 'online marketing, 'internet marketing, or 'web marketing. (Desai, 2019). Generally, the Metaverse is understood as a graphically rich virtual space, with some degree of verisimilitude, where people can work, play, shop, socialize — in short, do the things humans like to do together in real life (or, perhaps more to the point, on the internet). (Polygon, 2022). The method of this study in terms of purpose is applied. The statistical population of the study consists of Sports management specialists and professors and Sports Marketers of SMEs in Iran (N=86). The first step in obtaining research components is to interview sports management experts. The next step is to make a standard questionnaire according to the components. To perform the analysis, Kolmogorov-Smirnov's tests are used to test the normality of data distribution, and the Pearson correlation and multiple linear regression tests are used to investigate the effect of variables. This research addresses question This study addresses the question of what impact the new world of Metaverse will have on digital marketing. Also, what are the opportunities and threats of digital sports marketing in the future? research findings have shown in addition to the effectiveness of actions in promoting all aspects of the independent variable. the results show that the sports management specialists and professors and sports marketers of SMEs believe that Metaverse will become more effective in the future of Digital Sports Marketing. According to the results, it can be said that paying attention to the virtual space of the two research variables of the opportunities of the new world of Metaverse can lead all aspects of digital sports marketing to more exceptional success.

فضن النزاعات في قطاع الأعمال الرياضية

Shadi Abbas

Syrian Commission on Financial Markets and Securities, Syria

"فضن النزاعات في قطاع الأعمال الرياضية "

مقدمّة

يُعبّر مفهومنا "الروح الرياضية" و "اللعب النظيف" عن اقتران النشاط الرياضي بالأخلاق، ويستمر سعي المنظمات والاتحادات الرياضية الحديث إلى تحويل كلٍ منهما من مجرد مفهوم نظري إلى ممارسة عملية، تركز مبدأ "العدالة" بين المتنافسين الرياضيين، عبر التحفيز من جهة كتخصيص جوائز للفرق الأكثر روح رياضية وأقل ارتكاب أخطاء في المباريات. أو من خلال فرض جزاءاتٍ من جهةٍ أخرى، إذ يفرض المنظّمون بسبب الشغب- عقوباتٍ ماليةٍ أو إداريةٍ بحق الأندية والمنتخبات الرياضية، بل قد يمتد الأمر إلى الجماهير، فتُفرض عقوباتٌ على الجماهير المثيرة للشغب بمنعها وحرمانها من حضور المباريات الرياضية.

بات حجم الاستثمار في قطاع الأعمال الرياضية يبلغ قيمةً ماليةً كبيرةً كثيراً ما كانت توصف خيالية، ما تلبث بعد سنواتٍ أن تغدو عاديةً لارتفاعٍ لاحقٍ أكبر في تلك القيم، كما هو الحال في عقود بعض اللاعبين، أو المدربين. وهذا النوع من الاستثمار، كغيره من الأنواع الأخرى ينشأ عنه خلافاتٌ ونزاعاتٌ، لكنّها ذات أحكامٍ خاصة اقتضتها طبيعة الأنشطة الرياضية، وأصبح هناك محاكم ومراكز تحكيم رياضية متخصصة.

تركت آثاراً على النزاعات في قطاع COVID-19 لا شك أن جائحة الأعمال الرياضية، وإجراءات حسمها، كالمنازعات المتعلقة بالاستثمار به، أو الناجمة عن التأخر في تنفيذ إنجاز إنشاء المرافق الرياضية من ملاعب وصالات وغيرها، أو الخلافات بين الأندية واللاعبين أو المدربين بشأن العقود المبرمة معهم لرغبة الأندية بتخفيض أجورهم نتيجة نقصان إيراداتها بعد إلغاء كثيرٍ من الأنشطة الرياضية، والذي أصابها بعجزٍ في دفع التزاماتها المالية اتجاههم، ويؤكد ذلك الزيادة الكبيرة في عدد القضايا التي تم رفعها أمام محكمة التحكيم الرياضية COVID-19 بعد ظهور جائحة CAS.

أولاً: أهمية البحث

إنّ النزاعات في قطاع الأعمال الرياضية لا تقتصر على النشاط الرياضي، بل تشمل قضايا الأعمال التجارية، وعقود الملكية الفكرية والرعاية والنقل التلفزيوني وغيرها.

ويتطلب الفصل بالنزاعات في قطاع الأعمال الرياضية السرعة، لأن نشاط اللاعب في معظم الألعاب محدود بعددٍ من السنوات، لا يمكن

استغراق بعضها في نزاع، كما يترك النزاع آثاراً على أطرافه، آثار مادية ومعنوية، والحالة المعنوية تؤثر على استقرار اللاعب وعطائه وهو ما يؤثر بدوره على نتائج النادي أو المنتخب، وبالتالي على رضا الجماهير. كلّ ذلك يعطي البحث أهمية خاصة

ثانياً: إشكاليات البحث

يتناول البحث الإشكاليات التالية:

- ما هي أنواع النزاعات الرياضية التي تنشأ في قطاع الأعمال الرياضية؟

- على نشوء نزاعاتٍ جديدة، أو COVID-19 ما مدى تأثير جائحة COVID-19 على الفصل في نزاعاتٍ قائمة؟

- ما أبرز الجرائم المألوفة ذات العلاقة بقطاع الأعمال الرياضية؟
- ما هي طرائق فضّ النزاعات في قطاع الأعمال الرياضية، وما دور التحكيم كوسيلة بديلة عن القضاء لحلّ النزاعات الرياضية؟

- كيف يتم التعامل مع النزاعات الرياضية ذات الطابع الدولي؟

- ما هي التحديات التي تواجه حلّ النزاعات في قطاع الأعمال الرياضية؟

ثالثاً: منهجية البحث

يعتمد البحث بشكلٍ رئيسي على المنهج الاستقرائي التحليلي من خلال استقراء وتحليل ومقارنة النصوص القانونية والكتب والأبحاث العلمية والمنشورات المتخصصة ذات الصلة.

رابعاً: خطة البحث

للاحاطة الشاملة بموضوع البحث تم اعتماد خطة البحث الآتية:

المبحث الأول: أنواع النزاعات في قطاع الأعمال الرياضية

المطلب الأول: نزاعات متعلقة بالرياضيين والأنشطة الرياضية

المطلب الثاني: نزاعات متعلقة بالأعمال ذات الصلة بالأنشطة الرياضية

على كم ونوع النزاعات COVID-19 المطلب الثالث: أثر جائحة

في قطاع الأعمال الرياضية

المبحث الثاني: جهات وطرائق فضّ النزاعات في قطاع الأعمال

الرياضية

المطلب الأول: جهات فضّ النزاعات الوطنية

CAS. المطلب الثاني: محكمة التحكيم الرياضية

على إجراءات فضّ COVID-19 المطلب الثالث: أثر جائحة

النزاعات في قطاع الأعمال الرياضية

خامساً: نتائج البحث

فضلنا عدم ذكر النتائج التي توصلنا إليها بسبب عدم اكتمال البحث، وإمكانية ظهور نتائج جديدة.

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أوجه الرقابة المالية في المنظمات الرياضية

Achebani Belaid and Rharib Abderahime

HASSAN II University, Morocco

في عصرنا الحديث لا يمكن لأحد إنكار حقيقة أن الرياضة أصبحت صناعة قوية على الصعيد الإقليمي و الدولي و ذلك ما تؤكد بعض الإحصائيات الصادرة عن المرصد الفرنسي للاقتصاد الرياضي و الذي يؤكد على أن مساهمة الاقتصاد الرياضي تقدر ب 1200 مليار يورو %أي ما يناهز 2% من الناتج الإجمالي العالمي مع نسبة نمو 4 سنويا. هذه الأرقام كلها تشير إلى أن قطاع الرياضة أضحت منتجا للثروة وبنافس بقوة القطاعات الأخرى. من جهة أخرى تشكل الأنشطة الاقتصادية المرافقة للرياضة " حقوق النقل التلفزيوني؛ الرعاية؛ سوق الانتقالات إلى غير ذلك".....صمام أمان يضمن الاستثمارية الواعدة لهذا القطاع خصوصا مع معدل المتابعات و مؤشرات المشاهدة العالية التي تؤكد بالملحوس أن الرياضة بصفة عامة و كرة القدم بصفة خاصة. أضحت عنصرا أساسيا و وجبة دسمة في كل بيت حول العالم. تعتبر المسابقات الأوروبية التي ينظمها الاتحاد الأوروبي لكرة القدم حجر الزاوية في المنافسات العالمية و الأثقل من حيث كتلة المواهب و جودة العروض المقدمة خاصة مع دوري أبطال أوروبا و الدوري الأوروبي و هذا راجع بالأساس إلى مخاض التغييرات القانونية و التنظيمية التي عرفتها أوروبا في أواخر القرن العشرين و على سبيل المثال لا الحصر واقعة يوسمان سنة 1995، التي اعتبرت زرا انطلاقا للمجد الحقيقي لكرة القدم الأوروبية، وذلك بتحرير سوق الانتقالات مما ترتب عنه نزوح عدد كبير من المواهب و خصوصا القادمة من النصف الجنوبي للقارة الأمريكية. هذه الهجرة كان لها الفضل في وصول كرة القدم الأوروبية إلى ما هي عليه الآن حيث أصبحت من أكثر القطاعات جاذبية للمستثمرين الراغبين في الشهرة و المال في آن واحد على غرار هجرة المواهب إلى القارة العجوز، أدى نزوح ما يصطلح (Est-oligarques) عليهم "بالأثرياء الجدد" و لاسيما الألفارشية و بعض رجال الأعمال العرب إلى رفع عتبة التنافس بين الأندية الأوروبية مما خلق فوارق كبيرة بين الأندية التي تملك الإمكانيات و الأندية الأخرى مما نتج عنه سقوط كرة القدم في العديد من الاضطرابات

المالية كارتفاع ضغط كتلة الأجور على الأندية و وكذلك ظاهرة غسل الأموال أو ما يصطلح عليه بالمنشطات المالية الأمر الذي ساهم في إخراج كرة القدم من سياقها الذي أنشئت من أجله (اللعبة النظيفة....)؛ المنافسة الشريفة العادلة؛ الروح الرياضية

على اثر ذلك عمدت الهيئات و المنظمات الدولية التي تدبر المنافسات كل من جهتها و حسب أهداف - UEFA NBA NHL... الرياضية إنشائها - على ضبط و تقنين الممارسات المالية عن طريق وضع أنظمة لمراقبة الإدارة المالية و على نفس المنوال جاء الاتحاد الأوروبي لكرة مجموعة من القواعد المعروفة باللعبة المالي UEFAالقدم و التي تدفع الأندية الراغبة "Financial Fair-play"النظيف بالمشاركة في المسابقات التي ينظمها الاتحاد الأوروبي إلى التقيد بعبئيات الربحية المالية عن طريق خلق توازن في مالية الأندية بين الموارد و النفقات. كما أن هناك أوجه أخرى للرقابة المالية التي تختلف من منظمة إلى أخرى حول العالم. فما هي الأنظمة المعمول بها للحفاظ على الصحة المالية للأندية المحترفة حول العالم؟ ثم إلى أي حد نجحت إجراءات الرقابة المالية في تقييد تجاوزات و وقف النزيف المالي للأندية ؟

وصف و منهجية البحث

العرض سيكون عبارة عن قراءة مستعرضة لمختلف الكتابات الأكاديمية حول اللعبة المالي النظيفة في مجال كرة القدم الأوروبية وكذلك جرد لبعض الأنظمة الخاصة بالرقابة المالية المطبقة حول العالم و خصوصا مقارنتها مع النظام الأوروبي في رياضة كرة القدم و تحديد مدى نجاعتها في الحد من الانحرافات المالية التي تعرفها مختلف الأندية المحترفة في مختلف الرياضات حول العالم.

كيف غيرت وسائل الإعلام الاجتماعية التغطية الاعلامية للفعاليات و البطولات الرياضية خلال جائحة كوفيد 19 دراسة مقارنة بين المحتوى الاجتماعي الرسمي و غير الرسمي

Mebarek Zouda¹ and Aicha Mohammedi²

¹University of 8 Mai 1945 Guelma, Algeria; ²Emir Abdelkader University of Islamic Sciences Constantine, Algeria

نسعى من خلال ورقتنا البحثية هذه لتقديم مراجعة نقدية للأدبيات البحثية التي تناولت ظاهرة التحول في صناعة المشهد الإعلامي للفعاليات و البطولات الرياضية المحلية و الدولية، التي سيطرت على تغطيتها، ووسائل الإعلام الجماهيرية من خلال إمتلاكها لحقوق البث منذ عقود لكن خلال أكثر من عقد مع زيادة الإعتماد على تكنولوجيا الإعلام و الاتصال الحديثة، و كبرى المنصات الاجتماعية المتوافقة مع الأجهزة الذكية في نقل و تغطية مختلف الفعاليات، الأحداث و البطولات الرياضية، مثل كأس العالم، الألعاب الأولمبية، و البطولات الرياضية المحلية القارية، أو الدولية.

لذا أخذت الكثير من المساعي الأكاديمية على عاتقها البحث في التحول الذي حدث في صناعة المشهد الإعلامي للفعاليات والبطولات الرياضية، التي أخذت وسائل الإعلام الاجتماعية مثل فيسبوك، تويتر، يوتيوب وإنستغرام تسيطر عليها، بل وتنافس كبرى الشبكات التلفزيونية الرياضية العالمية التي كانت تحتكر حقوق البث التلفزيوني لمختلف الألعاب الرياضية وتنظيمها والترويج لها.

كما نهدف من خلال ورقتنا البحثية هذه إلى الكشف عن أهم المساعي الأكاديمية حول هذه القضية، وإبراز الاختلاف الذي عرفته مساراتها البحثية، حيث عمدت بعض الدراسات إلى تسليط الضوء على الانتقال في صناعة المشهد الإعلامي للفعاليات والبطولات الرياضية من وسائل الإعلام الجماهيرية إلى وسائل الإعلام الاجتماعية، فيما ركزت دراسات أخرى على إبراز قوة منصات الإعلام الاجتماعي في نقل مختلف البطولات الرياضية العالمية وكيفية تفاعل الرياضيين، والمشجعين عبر هذه المنصات الاجتماعية، لمشاركة التحديات الحية، واللحظات المميزة، والعروض الخاصة من وراء الكواليس.

وبهذا سنعمل من خلال دراستنا هذه إلى تسليط الضوء على كيفية اختراق المحتوى المرتبط بالفعاليات والبطولات الرياضية للكثير من منصات الإعلام الاجتماعي، ثم بعدها نعمل على استخلاص أهم الفروق بين نوعين من محتويات الوسائط الاجتماعية التي يتم تشغيلها خلال الألعاب والبطولات الرياضية، وهما المحتوى الاجتماعي الرسمي المعتمد من أصحاب حقوق البث والجهات الراعية، والمحتوى الاجتماعي غير الرسمي الذي يتم تطويره بشكل إبداعي من قبل المشجعين، الرياضيين، والعلامات التجارية.

كما سنعمل من خلال ورقتنا هذه على إستشراف مستقبل البث الحي للفعاليات الرياضية خلال جائحة كوفيد 19، حيث أدى غياب المشجعين عن مدرجات الملاعب، إلى بروز صعوبة كبيرة واجهت مذبعي الرياضة في نقل الصدى العاطفي للفعاليات والألعاب الرياضية كما هو الحال مع أولمبياد طوكيو 2020 وكأس أوروبا 2020، وبالرغم من غياب المشجعين عن مدرجات الملاعب إلا أنهم أصبحوا مذبعين مبدعين يشاركون في صناعة الأحداث الرياضية الحية وجعلها أكثر متعة جماهيرية، وترسيخها كحظة تاريخية، ومنتج إعلامي وإعلاني قابل للتسويق عبر منصات مواقع الإعلام الاجتماعي لتخفيف مشكلة الملاعب الفارغة أثناء بسبب جائحة كوفيد 19.

الفعاليات الرياضية الكبرى والاستدامة والإرث في قطاع الأعمال الرياضية العالمية

Abdulla Alhoty

Consultant in Leadership and PR, Saudi Arabia

يتضمن البحث الخاص بالفعاليات الرياضية الكبرى والاستدامة والإرث في قطاع الأعمال الرياضية العالمية

العديد من الموضوعات والمحاول كالاتي:

مقدمة عن العلاقات العامة والبروتوكول 1

التعريف بالعلاقات العامة التاريخ والنشأة وأهميتها في المنظمات * المعاصرة كما سيتطرق المحور إلى سمات ممارس العلاقات العامة وأيضاً قائد العلاقات العامة والأخطاء التي يقع بها بعد ذلك افضل الممارسات الحديثة في مجالات البروتوكول والاتيكيك التطبيقات العملية الخاصة بهما ومهام ممارس البروتوكول الدولي وأيضاً والبروتوكول الخاص بتقديم الهدايا وقواعد الحفلات والمصافحة والاستقبال

2 : الفعاليات الرياضية -

تعريف الفعالية وانواعها وعناصر تنظيم المناسبات بشكل عام * والرياضية بشكل خاص .. ثم مناقشة أهمية الفعاليات الرياضية في جميع المجالات مثل الصحية والاجتماعية وتوافقها مع أهداف المنظمات والوطن بشكل عام وتحديد عناصر تنظيم المناسبات في مدينة ما بالإضافة إلى الأدوات الرياضية والتسويقية والإعلانية والتنظيمية للمناسبة الرياضية كما سيشير المحور إلى المخاوف المالية وتحديد بنود المصاريف ومصادر الدخل للمناسبة وفي آخر المحور سيتم عرض عدد من النصائح لبناء الهوية الخاصة بالمناسبة وتقسيم اللجان وتحديد المهام الخاصة بها

3- تمكين المرأة في المجال الرياضي

الحديث عن تمكين المرأة أولاً ثم التمكين في بيئة العمل ومنها * التمكين في المجال الرياضي واستعراض حقوقها في الإدارة الرياضية بالإضافة إلى عرض عدد من النماذج النسائية الناجحة

4- الإعلام الرياضي

تعريف الإعلام والإعلام الرياضية وعناصر التخطيط للإعلام الرياضي ومرآح بناء المؤتمر الصحفي وخصائص الإعلام الجديد واستعراض الظواهر المصاحبة للإعلان الجديد

5- الإستثمار في الفعاليات الرياضية

تعريف الإستثمار الرياضي ومجالاته ومحددات الإستثمار *

6- التعصب الرياضي

تعريف التعصب والتعصب الرياضي واسبابه ورصد مؤثراته واساليب التعامل معه

استراتيجيات تكيف الرياضيين ذوي الاحتياجات الخاصة في ظل جائحة كورونا دراسة على الرياضيين الجزائريين المشاركين في الألعاب البارالمبية - طوكيو 2020

Soufyane Brinet

University 8 MAI 1945 – GUELMA, Algeria

هدفت هذه الدراسة إلى الكشف عن استراتيجيات تكيف الرياضيين ذوي الاحتياجات الخاصة في ظل جائحة كورونا، والمشاركين في الألعاب البارالمبية طوكيو 2020 ، وتكونت الدراسة من 5 فرضيات

الفرضية الأولى: الرياضيون البارالمبيون غالبا ما يعتمدون استراتيجيات حل المشكل للتكيف، أما الفرضية الثانية: الرياضيون البارالمبيون يعتمدون أحيانا استراتيجيات الانفعال للتكيف، في حين نصت الفرضية الثالثة أن: استراتيجيات التجنب للتكيف تعتمد أحيانا من الرياضيين، وقد نصت الفرضية الرابعة: توجد فروق ذات دلالة احصائية بين استراتيجيات تكيف الرياضيين تعزى لمتغير الجنس، أما الفرضية الخامسة فنصت على أنه توجد فروق في الاستراتيجيات المعتمدة من الأساتذة للتكيف تعزى لمتغير الحالة الاجتماعية، وقد تم اعتماد المنهج الوصفي لإجراء الدراسة وشملت كل مجتمع الدراسة، و قدرت ب 57 رياضي ورياضية، و قد تم استخدام مقياس استراتيجيات التكيف مع وباركر، و المعالجة SPSS لأندلر (CISS) الوضعية الضاغطة الإحصائية ببرنامج .

ادارة الخلافات بين افراد الفريق الرياضي متعدد الثقافات

Meflah Alenazi

Aspetar, Qatar

المقدمة

الخلاف الحاد يكاد يكون طبيعيا اذا ما حدث بين افراد من فريقين مختلفين لكنه يكاد يكون اشكالية اذا ما حدث بين افراد الفريق الواحد وخصوصا الفريق المتعدد الثقافات ونحن في زمن العولمة الذي ساهم بصورة كبيرة في ظاهرة الاحتراف الرياضي والذي من خلال نرى فريقا واحدا في دولة ما يضم افرادا من عدة دول وثقافات وهنا يكون السؤال الرئيسي المطروح هل التنوع الثقافي هو العامل الرئيسي للخلافات بين افراد الفريق الواحد؟

لعل حادثة الخلاف الحاد والذي تطور الى العنف الجسدي بين لاعب من البرازيل ولاعب من تركيا الذان يلعبان في نفس الفريق (الجزيرة، 2021) وغيرها من الحوادث المشابهة الكثيرة هي التي دفعت الباحث الى ايجاد المسببات وبالتالي الحلول لتفادي الوقوع في الخلاف الحاد بين افراد الفريق الواحد يقول (ريسون، 2003) لا يمكننا تغيير حالة الانسان لكن يمكننا تغيير الظروف التي يعمل الانسان من خلالها.

اهم عناصر الورقة البحثية

- تعريف الخلاف وانواعه
- اثر الخلافات على اداء الفريق
- كيفية الوقاية من الخلافات
- ما الذي ينبغي فعله اثناء الخلاف

السؤال الرئيسي للورقة البحثية

- هل يمثل التنوع الثقافي بين افراد الفريق الواحد العامل الرئيسي الاول للخلافات بين افراد افریق الواحد؟

: وينبثق اسئلة فرعية من السؤال الرئيسي

- اذا لم يكن التنوع هو العامل الرئيسي، فهل الاخفاق في ادارة هذا التنوع هو العامل الرئيسي للخلافات الحادة بين الافراد؟

- كيف يتم الوقاية من الخلافات بين افراد الفريق الواحد؟
 - ما هي الخطوات الفعالة لعلاج الخلاف الحاد بين الافراد للحد من وصوله الى العنف القولي او الجسدي؟
- المصادر الرئيسية:

الاستثمار في الراسمال البشري كألية في رسم السياسات العامة الرياضية دراسة مقارنة في الرياضة المدرسية

Foued Djeddou

University of Biskra, Algeria

يعتبر قطاع الرياضة من بين القطاعات الأساسية التي تعتمد عليها الدول في تعزيز تواجدتها في النظام الدولي و لما لها من تأثيرات على ما يعرف بالسياسات الرمزية لاي نظام سياسي هذا من جانب و من جانب اخر فقطاع الرياضة يعمل على تعزيز الاقتصاد الوطني و يحرك قطاعات مكملة لقطاع الرياضة كالسياحة و الخدمات و الطيران و النقل و البنية التحتية و بالتالي هي جزء أساسي في العملية التنموية و من هنا تأتي أهمية القطاع الرياضي الذي يجب ان يكون مهيكلا ابتداء من العنصر البشري الذي يحرك العملية سواء من التكوين للرياضيين او الكفاءات التسيرية و البنية التحتية و هذا لا يكون الا من خلال الرياضة المدرسية و لهذا نحاول الإجابة على الإشكالية التالية ما هي محددات تأثيرات الاستثمار في الراسمال البشري في تنمية القطاع الرياضي عبر الرياضة المدرسية؟

: و سنركز على مجموعة من العناصر في هذه الورقة البحثية كما يلي

- 1- مفهوم الراسمال البشري
- 2- اليات رسم السياسة العامة الرياضية
- 3- دور التنشئة الرياضية المدرسية في تفعيل قطاع الرياضة
- 4- تحليل القطاعات المؤثرة في الرياضة المدرسية

و سنعتمد على جانب نظري يعتمد على منهج وصفي و المنهج المقارن من خلال دراسة مختلفة الاليات و السياسات العامة التي تناولت و عالجت طرق رسم السياسة العامة الرياضية عبر الاستثمار في الراسمال البشري في الرياضة المدرسية.

يمكن ان نجد ان هذا الموضوع يبين ان الدول التي تركز على التنشئة الرياضية عبر الاستثمار في الراسمال البشري خاصة الرياضة المدرسية هي التي يمكنها ان تأتي بنتائج جيدة سواء في المحافل الدولية او عبر استضافة المناسبات الرياضية الدولية و الإقليمية على عكس الدول التي تتبنى مقاربات مناسباتية مما يجعل عدم الاهتمام بالعنصر البشري يؤدي الى عدم الاهتمام بالبنية التحتية الرياضية و هذا من خلال دراسة مقارنة بين بعض الدول العربية و هي الجزائر – مصر – قطر – فرنسا – الصين –

الملحقيات الرياضية في السفارات - التنظير في التأسيس

عباس عذراء¹, Raed Abbas

مجلس النواب العراقي¹; *University of Babylon, Iraq*;
*Iraq*²

السفارات في مختلف الدول تتضمن مجموعة من الملحقيات منها الملحق العسكري والملحق الثقافي والبعض الاخر على ملحقيات اقتصادية وتجارية،بالاضافة الى مجموعة من المستشاريين وموظفين لتسهيل مهام كل منها وحسب الهدف والمهام المكلفين بها، وتتم بمتابعة مباشرة

الوزارات ذات الارتباط حسب عملها منها "السفارة وايضا من وزارة التجارة ووزارة المالية زارة التعليم العالي، وعند النظر الى الرياضة نجد أن اغلب البطولات وبمختلف مسمياتها تتطلب توافد الفرق والتدريب والحكام والتنقل من دول لاخرى، وهذا ما جاء الى دور مناقشة فرص توفير ملحقيات رياضية في السفارات لتحقيق دور الدول وتمثيلها في المحافل الرياضية، وذلك لحل المشكلة في عدم توافر ملحق رياضي في السفارات مما يسهم في تخفيف معاناة الوفود الرياضية وبالتالي تسهيل وتسريع تطور الحركة الرياضية، وبالتالي تحقيق الهدف من الدراسة في وضع الملامح الاولية لتعليمات تأسيس ملحقية رياضية

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