



# THE WORLD VOICE OF SPORT MANAGEMENT

# BOOK OF ABSTRACTS

**3rd WORLD ASSOCIATION FOR SPORT  
MANAGEMENT WORLD CONFERENCE**

Santiago de Chile, Chile, 16–19 October, 2019

Hosted by  
Universidad Santo Tomás





LITHUANIAN  
SPORTS  
UNIVERSITY

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### Editors-in-Chief:

Brandon Mastromartino, University of Georgia, USA  
Irena Valantine, Lithuania Sports University,  
Lithuania Andrew Kim, University of Georgia, USA  
Brenda G. Pitts, Georgia State University, USA James  
J. Zhang, University of Georgia, USA

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The statements and views expressed in the contributions are those of their authors and do not necessarily represent those of the Editorial Board and the publisher.

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**KAREN DANYLCHUK**

*President of the World Association for Sport Management*

Greetings Sport Management Colleagues!

On behalf of the World Association for Sport Management (WASM), I am delighted to extend a warm invitation to our Third WASM conference that will be hosted by Universidad Santo Tomás in Santiago, Chile October 16–19, 2019. Conference host Rodrigo Andrés Alvarado Strange, Director of the Sport Science Institute of Santo Tomás University, conference coordinator Gerardo Bielons, Director of Events GB, Scientific Program Co-Chairs Brenda Pitts and James Zhang, and the WASM conference team have been working diligently to plan an outstanding program with the theme “The World Voice of Sport Management”. Our previous two conferences in Madrid, Spain (2014) and Kaunas, Lithuania (2017) attracted participants from over 40 countries and we are confident that Santiago will prove to be another outstanding success. Please browse our conference website and be sure to submit an abstract by the deadline date of 1st March, 2019. We look forward to seeing you in the beautiful city of Santiago!

**RODRIGO ALVARADO**

*Director of the Sports Science Institute*



On behalf of the Sports Science Institute of the University of Santo Tomás, it is a great pleasure and a privilege, to host the WASM World Conference 2019, in our 10th anniversary. This institute was created with the mission of developing advanced human capital, as well as generating and spreading knowledge for the sports development, in a joint work with the Olympic Committee of Chile, which will also be part of the 2019 conference.

We believe that the conference topic called “The World Voice of Sport Management”, it perfectly reflects what we expect from this congress to be, the meeting of many voices throughout the world, that gives a global view to the development of sports management, particularly since this is the first time this conference will takes place in America.

Our country has been taking important steps and assuming great challenges in the sports field, crowned with its designation as host of the Pan American Games in 2023. We are working on a strong scientific and social program to offer the best opportunities for your professional, academic and networking development, as well as to offer the opportunity to discover the beauty and energy of our country and our capital, Santiago. We are aware that for some of you, it will be a long journey, but believe me, it is worth it.

We look forward to seeing you soon at the WASM 2019 World Conference, “The World Voice of Sport Management”.



## KEYNOTE SPEAKERS



**PATRICK NALLY**

### **A PRACTITIONER'S VIEW OF THE SPORTS MARKETING INDUSTRY**

Patrick Nally's has often been described as the founding father of modern sports marketing.

Through West Nally, the company he founded in 1970 with Peter West, he created the blueprint on which much of sports marketing is based to this day. His vision and innovation have shaped the way the sports business operates.

Patrick's work created a revolution in sports marketing which involved the identification, ownership and branding of rights and assets, which could then be packaged and offered to category specific sponsors.

This seminal advance ensured valuable exclusivity over a defined and protected set of rights for sponsor brands and, in doing so, ensured that rights owners benefited from previously unheard of fee levels while brands were empowered to create powerful and hugely effective campaigns. It was an approach, which demanded a fresh mind-set from governing bodies, and event hosts, which had previously struggled to manage commercial activities.

Patrick was responsible for bringing Coca Cola into football; first as the corporate backer of FIFA's global development programme, then as sponsor of the first World Junior Championship, Tunisia 1977 and finally as a founder member of the Inter Soccer 4 programme which generated previously unimaginable sponsorship revenues for major FIFA and UEFA competitions. Coca Cola remains a committed sponsor of the FIFA World Cup and Olympic games among other properties, which have been shaped by his trail-blazing approach.

He continues to work with many of the world's best-known brands and leading sports properties and Federations to create outstanding commercial value and marketing benefit for all parties.

Nally remains one of the best-connected individuals and most effective radical thinkers in sports marketing and is at the heart of thought-leadership in the sector through his consultancy work.

His unique insight into sport and its commercial and media partners, together with his deep reservoir of knowledge, and record of innovation within the sector is aligned to an innate understanding of the needs and culture of brands. This allows him to create consultative pathways designed to guide them towards their goals.

The result is clear objective-driven strategies and activation, which harnesses the huge power of sports to the greatest effect in achieving the specific and measurable goals of client companies and organisations.



### **FLÁVIA DA CUNHA BASTOS**

#### **SPORT MANAGEMENT IN LATIN AMERICA AND THE WORLD SCENARIO: FOCUS AND CHALLENGES**

Flávia da Cunha Bastos is an Associate Professor at Sport Department of São Paulo University (Brazil). She teaches Sport Management related disciplines in the undergraduate course of Physical Education and Sport. But she is also professor and advisor of master's and PhD's students in the Postgraduate Program of the School of Physical Education and Sport of the São Paulo University.

She has a Bachelor's degree and a Master's degree in Physical Education by the University of São Paulo as well as a PhD in Education by the University of São Paulo.

Her research activities are developed as a Leading Researcher of the Group of Studies and Research in Sport Management (GEPAE), since 2003, as coordinator of the Laboratory of Management, Policies, Marketing and Communication in Sport and Physical Education (LAGECOM) of School of Physical Education and Sport, University of São Paulo.

Flávia is one of the founders and the first president of ABRAGESP (Brazilian Association of Sport Management). Currently is member of the Association Scientific Committee.

She is also member of ALGEDE (Latin American Association of Sport Management), since 2011, and of AIGD (Intercontinental Alliance of Sport Management), since 2010.

Flávia was Chair of the Organizing Committee of the ALGEDE 2015 Conference (Brazil) and also Chair of the Scientific Committee at ALGEDE Conference 2017 (Argentina).



### **LUIS MANFREDI**

#### **LA LIGA WORLD BUSINESS EXPANSION**

Luis Manfredi is currently the CEO of the Football Professional League of Ecuador. Until April 2018, he was also the Head of Internal Coordination and Procurement Manager at La Liga (Spanish Professional Football League).

Luis' long work experience in the sports sector also includes working as Chief Financial Officer for a Spanish professional football club (Hércules C.F).

In his last position, among other functions, Luis was representing La Liga in front of the Spanish Tax Authority and in a number of Joint Committees supervising football clubs undergoing insolvency procedures.

Luis Manfredi has studied a degree in Law in the Universitat Oberta de Catalunya in Spain. In addition, he has studied a degree in Business Administration at University of Alicante in Spain. Finally, Luis has a Master of Science in Business Administration by the Jönköping International Business School in Sweden.

# CONTENT

<b>LEGAL SYSTEMS IN A GLOBAL SPORT BUSINESS MARKETPLACE</b>	
LEGAL SOLUTIONS FOR THE GENDER PAY GAP IN PROFESSIONAL SPORT. <i>Barbara Osborne</i>	15
EMERGING LEGAL ISSUES IN ESPORTS. <i>Mark Nagel and Matt Brown</i>	16
PROTECTING THE COMMERCIAL VALUE OF MODERN ELITE SPORT: ARGUMENTS FOR A EUROPEAN SPORT SPECIFIC EVENT RIGHT. <i>Simon Gardiner</i>	17
WORKING CONDITIONS IN LITHUANIAN WOMEN’S BASKETBALL LEAGUE TEAMS. <i>Rasa Kreivyte and Irena Valantine</i>	17
THE RISK MANAGEMENT AND REGULATION OF TRAMPOLINE PARKS. <i>Jon Heshka</i>	18
<b>PARTICIPATION SPORT IN A GLOBAL SPORT BUSINESS MARKETPLACE</b>	
ACHIEVING OBJECTIVES OF BRAND STRATEGY THROUGH SPONSORSHIP ACTIVATION: A CASE STUDY OF THE 2014 RYDER CUP. <i>Yunchao Bai, Jing Yang</i>	19
THE WOMEN FOOTBALL ATHLETES’ OPINION REGARDING BRAZILIAN CHAMPIONSHIP AFTER THE CONMBOL AND CBF REGULATION. <i>Carla Rocha Araujo, Vitor Principe, Maria José Carvalho, Rodrigo Gomes de Souza, Vale Rodolfo de Alkmim Moreira Nunes</i>	20
SPORT EMBEDDEDNESS AS BIAS: CAN ‘EXPERTS’ CREATE EFFECTIVE MARKETING MESSAGES TO ATTRACT NEW PARTICIPANTS? <i>Christine Green, Marijke Taks, Laurence Chalip, Laura Misener</i>	20
IDENTIFYING ATTRIBUTES OF A UNIFIED SPORT PROGRAM THAT ENHANCE PSYCHOLOGICAL EMPOWERMENT FOR PARTICIPANTS, VOLUNTEERS, AND COACHES. <i>Soyoun Lim, Younghan Lee, Chih-Chia Chen, Mi-Lyang Kim</i>	21
SPORT FACILITIES FOR PARTICIPATION SPORT: A MANAGEMENT PROCESS PROPOSAL FOR BRAZILIAN REALITY. <i>Cacilda Amaral, Flávia Bastos, Leandro Mazzei</i>	22
RECRUITMENT AND RETENTION IN SPORT: UNPACKING THE MEANING OF “FUN”. <i>Christine Green, Marlene Dixon, Arden Anderson</i>	23
MESSAGES OF ROLE SOCIALIZATION: STRENGTHENING ROLE SALIENCE WITHOUT ROLE ENGULFMENT. <i>Arden Anderson, Marlene Dixon</i>	24
SPORT FOR HEALTH: UNDERSTANDING THE MEANING OF SPORT ON A SMALL CARIBBEAN ISLAND. <i>Bob Heere, Kimberly Greaux, Matthew Walker</i>	25
THE INFLUENCE OF PARENTS’ ATTITUDE AND EXPECTATION ON YOUTH SPORT PARTICIPATION: THE FOCUS ON SENSE OF FISCAL BURDEN. <i>Yasuhiro Watanabe, James J. Zhang</i>	26
TRIGGERS OF THE LOYALTY OF PARENTS TOWARDS A SPORTS PROGRAM FOR THEIR CHILDREN. <i>Andres Colorado</i>	27
FACTORS AFFECTING THE PARTICIPATION OF LEISURE SPORT ACTIVITIES IN CHINA: AN EXPLORATORY ANALYSIS. <i>Yanmei Li, Xigan Zhao</i>	28
AN EXAMINATION OF CONCUSSION MANAGEMENT PRACTICES IN HIGH SCHOOL GIRLS’ SOCCER. <i>Sungwon Kim, Daniel Connaughton, Michael Sagas</i>	28
CAREER DECISION-MAKING PROCESS OF U.S. PARALYMPIANS. <i>Itoh Maki, Mary Hums, Marlene Bjornsrud</i>	29
<b>GOVERNANCE AND POLICY OF SPORT IN THE GLOBAL SPORT BUSINESS MARKETPLACE</b>	
INSTITUTIONAL LOGICS, ORGANIZATIONAL HYBRIDITY, AND COMPREHENSIVE SPORTS FACILITY DEVELOPMENT PROJECTS. <i>Daniel Mason, Taryn Barry, Robert Trzonkowski</i>	31
HYPERANDROGENISM AND THE IAAF GENDER VERIFICATION REGULATIONS: ARE THEY REALLY DESIGNED TO “ENSURE FAIR AND MEANINGFUL COMPETITION”? <i>Barbara Osborne, John Wolohan</i>	31
PUBLIC POLICY MUNICIPAL SPORTS CASE STUDY: COLOMBIA. <i>Juan Francisco Gutiérrez Betancur</i>	32



MANAGEMENT IMPLICATIONS IN THE AXIOLOGY OF THE JUDGING IN RHYTHMIC GYMNASTICS. CASE STUDY. <i>Rosa Lopez de D'Amico, Mayerlith Calderon</i>	33
“HERE’S HOW YOU CAN HELP ME”: MENTORING PRACTICES FOR FEMALE LEADERSHIP DEVELOPMENT IN THE NATIONAL BASKETBALL ASSOCIATION (NBA). <i>Manuela Picariello, Sylvia Trendafilova, Pamela S. Angelle</i>	34
LIMITATIONS FOR INTERSETORIALITY IN THE MANAGEMENT OF MUNICIPAL SPORT. <i>Marco Aurélio Santos, Elisabete Santos Freire, Marcelo Pereira de Lima, Márcio Pereira</i>	35
FORMULATION OF SPORT TRAINING POLICIES AND PROJECTS IN THE AFRO-COLOMBIAN POPULATION. <i>Oscar Hurtado, Carlos Florez, Rafael Bautista</i>	36
TRIATHLON NATIONAL FEDERATIONS’ INSTITUTIONAL LOGICS. <i>Loic Pedras, Tracy Taylor, Stephen Frawley</i>	37
SPORT, RECREATION, PHYSICAL ACTIVITY, AND THE USE OF FREE TIME – A LOOK AT THE SPORT SOCIAL COMMUNITY OF THE META DEPARTMENT. <i>Jose Alejandro Aguirre Villa</i>	37
CORPORATE SOCIAL RESPONSIBILITY (CSR) THROUGH THE LENS OF INSTITUTIONAL COMMUNICATION (IC): A COMPARISON BETWEEN MALE BASKETBALL LEAGUES IN BRAZIL AND ITALY. <i>Ary José Rocco Junior, Manuela Picariello</i>	38
THE GOVERNANCE OF CO-HOSTED SPORT EVENTS AND THE IMPACTS FOR THE SOCIETY. <i>Stefan Walzel, Manuel Eickhoff</i>	39
DEVELOPING A CONCEPTUAL MODEL FOR DETERMINING GOVERNANCE QUALITY IN PROFESSIONAL FOOTBALL MEMBERSHIP CLUBS IN GERMANY. <i>Sandy Adam, Joachim Lammert, Gregor Hovemann</i>	40
RESEARCH ON THE CONSTRUCTION OF PUBLIC SPORTS SERVICE SYSTEM IN CHINA. <i>Jian Dai, Xiaoqiang Shi</i>	41
PERFORMANCE OF LOCAL GOVERNMENT’S NATIONAL FITNESS PUBLIC SERVICE IN CHINA: EVALUATION MODEL CONSTRUCTION, EMPIRICAL STUDY AND PROMOTING PATH. <i>Xiaoqiang Shi, Jian Dai</i>	42
SPORTS DEVELOPMENT PROSPECTS: FUTURE VISIONS OF THE COLOMBIA SPORT SYSTEM. <i>Dario Jose Espinal Ruiz</i>	43
ASSESSMENT TOOLS AS INDUCTORS OF GOOD GOVERNANCE PRACTICES IN THE BRAZILIAN NATIONAL GOVERNING BODIES. <i>Rene Fender, Flávia Bastos</i>	44
SOCIAL RETURN ON INVESTMENT, SPORT, SPORTS SCHOOLS, SOCIAL INVESTMENT MANAGEMENT, COSTS – RESULT. <i>Dmitry Arkalov, Andrey Litvin, Alexandr Ryabcev</i>	45
GOOD GOVERNANCE IN NATIONAL SPORT ORGANISATIONS: CASE OF LITHUANIA. <i>Irena Valantine, Ingrida Grigaliunaite, Edvinas Eimontas</i>	46
HOW NEW ZEALAND, AUSTRALIA AND SOUTH AFRICA’S DEVELOPED THEIR INDUSTRY OF RUGBY IN A GLOBAL SPORT BUSINESS MARKETPLACE. <i>Jose Alpuim</i>	47
SPORT AND SOCIAL RESPONSIBILITY: THE CASE OF THE COLOMBIA SPORT CLUB, 2019. <i>Martha Cecilia Sandino Rodriguez</i>	47
THE EFFECTS OF GOVERNMENTS’ SUBSIDY POLICY ON LARGE-SCALE STADIUMS. <i>Keqiang Cao, Qianli Xu</i>	48
THE REFORMATION OF TABLE TENNIS REGULATIONS – A VIEW FROM COMMERCIALISATION AND PROFESSIONALISATION. <i>Botu Kwesi, Pei-yun Wu</i>	49
SPORT AS A COMPREHENSIVE POLICY. <i>Daniel Di Donata</i>	49
<b>DEVELOPMENT OF INDUSTRY IN A GLOBAL SPORT BUSINESS PLACE</b>	
IMPACT OF TAEKWONDO ON YOUTH DEVELOPMENT. <i>Minkil Kim, James J. Zhang</i>	50
CAREER PATTERNS OF MARKETING MANAGERS IN TOP EUROPEAN FOOTBALL CLUBS. <i>Karolina Nessel</i>	51

THE MOTIVATION, PERCEPTION OF VALUES AND FUTURE BEHAVIOR OF BRAZILIAN VOLUNTEERS IN SPORTS EVENTS. <i>Gustavo Bavaresco, Thiago Santos, Fernando Mezzadri, Maria Carvalho</i>	52
THE FINNISH (AND NORDIC) ICE HOCKEY MAP IS REDRAWN. <i>Jyri Backman</i>	52
CHALLENGING ISSUES ASSOCIATED WITH SOCCER COMMERCIALIZATION IN CHINA. <i>Zijun Jiao</i>	53
AN INTEGRATED FRAMEWORK FOR DELIVERING OLYMPIC EDUCATION PROGRAMS. <i>Bonnie Tiell, Sebastian Keitel</i>	53
COMPARATIVE STUDY ON EXPORT QUALITY OF SPORTING GOODS AMONG CHINA, JAPAN AND THE UNITED STATES. <i>Hongwei Xie</i>	54

### SPORT TOURISM AND THE GLOBAL SPORT BUSINESS PLACE

ECONOMIC IMPACT: AN ELEMENT TO MAKE DECISIONS DURING THE ORGANIZATION OF SPORT EVENTS: CASE STUDY OF THE EUROPEAN BADMINTON CHAMPIONSHIP (ELITE AND AMATEUR). <i>Jordi Seguí-Urbaneja, Cecilia Bahamonde-Pérez, David Cabello-Manrique</i>	55
THE STUDY ON THE DEVELOPMENT PATH OF SPORTS TOURISM INDUSTRY IN CHINA. <i>Ruiying Shi, Tao Yang</i>	56
COMPETITION BETWEEN HIGH-ALTITUDE ADVENTURE TOURISM DESTINATIONS (MT-BLANC, KILIMANJARO, ACONCAGUA, EVEREST). <i>Michel Raspaud</i>	57
ALL BLACKS AND BRAZIL: ALL BLACK'S BRAND INFLUENCE IN BRAZILIAN RUGBY FANS. <i>Ivan Furegato Moraes, Luis Henrique Torquato Vanucc, Ary José Rocco Júnior</i>	58
RESEARCH ON THE INFLUENCE MECHANISM OF NATIONAL FOLK SPORTS TO TOURISM DESTINATION UNDER "ONE BELT, ONE ROAD". <i>Tao Yang</i>	59
INDICATORS FOR MEASURING THE EFFECTIVENESS AND IMPACT OF HOSTING MID-SIZE INTERNATIONAL SPORT EVENTS IN TAIWAN. <i>Yu Huang, Chien-Ming Hsu</i>	59
SPORTS EVENTS EVALUATION IN THE GLOBAL SPORTS MARKETPLACE. <i>Tian Chen, Maowei Xu</i>	60
TEMPORAL-SPATIAL CHARACTERISTICS AND INFLUENCING FACTORS OF TFP IN CHINESE SKI RESORTS: TAKE BEIJING AS EXAMPLE. <i>Jiaxi Xu</i>	61
HOST-GUEST CONNECTIONS AS A DRIVER FOR EXPANDING GLOBAL AWARENESS OF PROFESSIONAL SPORTS CLUBS AND LEAGUES. <i>Eric Schwarz, Aurélie Pankowiak</i>	62
RIO DE JANEIRO AND THE 2016 OLYMPICS: A LONG-LASTING LEGACY. <i>Gabriele Mielke</i>	63
DEVELOPING A SPORT TOURISM PARTICIPATION MODEL FOR THAILAND. <i>Sid Terason</i>	64

### SPORT MARKETING IN A GLOBAL SPORT BUSINESS MARKETPLACE

THE ANALYSIS OF HUAWEI FOR SPORTS MARKETING STRATEGY. <i>Wei Gao</i>	64
THE DEMAND AND CONSTRUCTION OF SPORTS HEALTH MANAGEMENT SERVICE SYSTEM IN CHINESE COLLEGES AND UNIVERSITIES – TAKING TSINGHUA UNIVERSITY AS AN EXAMPLE. <i>Xindong Ma, Wen Fang, Dizhi Wang</i>	65
FOOTBALL SPECTATORS SATISFACTION WITH GAME AND SERVICE: A COMPARATIVE STUDY. <i>Luiz Claudio Laurentino, Marcos Antonio Barros Filho, Yves de Holanda Batista Miranda, Victor Henrique Rodrigues Silva, Vera Lucia Samico Rocha, Carlos Augusto Mulatinho de Queiroz Pedroso</i>	65
THE INFLUENCE OF SERVICE QUALITY ON FAVORABLE BEHAVIORAL INTENTIONS IN BRAZILIAN PROFESSIONAL FOOTBALL CONTEXT. <i>Marcos Antonio Barros Filho, Carlos Augusto Mulatinho de Queiroz Pedroso, Yves de Holanda Batista Miranda, Victor Henrique Rodrigues Silva, Luiz Claudio Laurentino, Claudia Dias, José Pedro Sarmento</i>	66
SEGMENTING SOCIAL MEDIA USERS OF PROFESSIONAL SPORT TEAMS. <i>Adam Karg</i>	67
THE INFLUENCE OF BRAND LEADERSHIP ON THE EFFECTIVENESS OF SPORTS SPONSORSHIP. <i>Manuel Alonso Dos Santos, Mario Alguacil, Carlos Pérez Campos</i>	68



FITNESS CONSUMER SEGMENTATION BASED ON PERCEIVED QUALITY AND SERVICE EXPERIENCE. <i>Jerónimo García-Fernández, Silvia Martelo-Landroque, Rosa Díaz-Martín, Gabriel Cepeda-Carrión</i>	68
CONSUMERS RESPONSES TO ATHLETES TRANSGRESSION: PERFORMANCE LEVEL AND SEVERITY OF INCIDENT. <i>Cindy Lee, Hyejin Bang, Boyun Woo</i>	69
INVESTIGATING THE SPECTATORS' ATTENTION TO THE ADVERTISEMENT OF SPONSORS IN THE LOGO TRANSITION IN BADMINTON TOURNAMENTS USING THE EYE TRACKER. <i>Amir Seyed Akbarzadeh, Morteza Azimzadeh, Javad Salehi Fadradi</i>	70
EXPLORING THE BEHAVIORAL RELATIONSHIPS OF FAN ENGAGEMENT. <i>Marcel Huettermann</i>	71
RIO 2016 OLYMPIC GAMES: IMPACT OF GLOBAL SPONSOR ACTIVATION ACTIONS ON THE BRAND AWARENESS OF SPECTATORS. <i>Eduardo de Oliveira Cruz Carlassara, Pedro Lucas Leite Parolini, Ary José Rocco Jr.</i>	72
HOW ARE SPORT SPONSORSHIP DECISIONS MADE? REVEALING A HIDDEN AGENDA IN MANAGERS' DECISION-MAKING. <i>Jan Schoenberner, Herbert Woratschek, Guido Ellert</i>	73
STRUCTURE AND ORGANIZATION OF MARKETING DEPARTMENTS AT BRAZILIAN FOOTBALL CLUBS: REALITY AND MODELS. <i>Ivan Furegato Moraes, Ary José Rocco Júnior, Flávia da Cunha Bastos</i>	74
ATTENDING A SPORT EVENT ALONE OR TOGETHER: EXPECTED VALUE CAPTURE. <i>Herbert Woratschek, Mario Kaiser</i>	75
RIVALRY IN THE INDIAN PREMIER LEAGUE. <i>B. David Tyler, Joe Cobbs, Shaun Star</i>	76
COMPARISON BETWEEN FOOTBALL CLUBS AND THE AMATEUR TENNIS PLAYERS IN ANTIOQUIA, COLOMBIA, ABOUT THE SERVICE QUALITY IMPACT ON SATISFACTION AND PERCEIVED VALUE. <i>Laura Henao Colorado, Silvana Janeth Correa Henao, Jorge Ivan Brand Ortiz</i>	77
FACTORS AFFECTING SPECTATORS' DECISION IN ATTENDING MINOR LEAGUE BASEBALL HOME GAMES. <i>Eddie T. C. Lam</i>	78
PUSHED MOTIVATIONS AND PERCEIVED IMAGE; PULLED TO PROMOTIONS: INVESTIGATION OF MOTIVATION, PERCEIVED IMAGE, PROMOTION AND DEMOTIVATION TO VISIT PRO FOOTBALL HALL OF FAME. <i>Doori Song, Mark Lyberger, Brian Yim</i>	79
ATTRIBUTES OF A SPORTING EVENT. <i>Andrey Malygin</i>	80
MEGA SPORT EVENTS AND DESTINATIONS: IMPLICATIONS FOR MARKETING. <i>Deborah Breiter Terry, Jeannie Hahm, Asli Tasci</i>	81
IMPACT OF SERVICESCAPE ON BEHAVIORAL RESPONSES AT JAPANESE PROFESSIONAL BASEBALL EVENTS. <i>Yasuhiro Watanabe, Tyreal Qian, James J. Zhang, Koji Matsumoto</i>	82
PERCEIVED VALUE OF THE COUNTRY BRAND THROUGH SPORT: ESTIMATED IMPACT ON THE IMAGE. <i>Elena España-Estévez</i>	83
SOCCER CLUBS' MARKETING COMMUNICATION IN BRAZIL, LATIN AMERICA AND NORTH AMERICA: RELATIONSHIP WITH TARGET AUDIENCES. <i>Carlos Henrique Padeiro, Ary José Rocco Júnior, Karla Caldas Ehrenberg</i>	84
ESPORT: THE NEW FRONTIER IN SPORT SPONSORSHIP. <i>Markus Buser, Lukas Galiski, Herbert Woratschek, Claas Christian Germelmann</i>	85
<b>HUMAN DIVERSITY AND SPORT IN A GLOBAL SPORT BUSINESS MARKETPLACE</b>	
MODELS OF IMPLEMENTATION OF ATHLETES' DUAL CAREER: GAP ANALYSIS BETWEEN PRACTICE AND EU GUIDELINES. <i>Inga Staskeviciute Butiene, Irena Valantine</i>	86
WOMEN'S SATISFACTION WITH THE FACILITIES AND PHYSICAL-SPORTING PROGRAMS IN A PENITENTIARY CENTER. <i>Mariana Suárez Pérez, Rosa Elena Medina Rodriguez, Oswaldo Ceballos Gurrola, María de Jesús Pizaña Gatica, Oddete Moreno Muciño</i>	86
BRAZILIAN WOMEN'S FOOTBALL CHAMPIONSHIP: THE CURRENT STATE AFTER CONMBOL AND CBF REGULATION THROUGH THE MANAGER'S OPINION. <i>Vitor Principe, Carla Rocha Araujo, Maria José Carvalho, Rodrigo Gomes de Souza Vale, Rodolfo de Alkmim Moreira Nunes</i>	87

LIVING IN A DIVERSE WORLD: THE OLYMPIC MOVEMENT. <i>David Waters</i>	87
HOW THE FEMALE BASKETBALL PLAYERS WILL BE COACHES? IDENTIFYING THE MOST INFLUENTIAL FACTORS BY SOCIAL COGNITIVE CAREER THEORY. <i>Akane Mikura, Etsuko Ogasawara</i>	88
AUTONOMY-SUPPORTIVE COACHING STYLE, NEEDS SATISFACTION, AND ATHLETE SATISFACTION: A META-ANALYSIS. <i>Kyle Conkle, Ye Hoon Lee, Boyun Woo</i>	89

### COUNTRY/REGIONAL COLLABORATION IN THE GLOBAL SPORT BUSINESS MARKETPLACE

EXAMINING THE EMERGENCE OF JOINT BIDS IN THE OLYMPIC GAMES. <i>Becca Leopkey, Jinsu Byun, Dana Ellis, Kristina Hoff</i>	90
SYNERGY – THE CASE OF SAILING THE OSEP CANOE ACROSS THE PACIFIC ISLANDS. <i>Sainimili Saukuru</i>	91
MEGA SPORTS EVENTS – ONLY FEASIBLE IN METROPOLITAN REGIONS? CHALLENGES AND CHANCES FOR NEW COOPERATION. A COMPARISON BETWEEN CHINA AND GERMANY. <i>Peter Bittler, Gerhard Trosien, Stephanie Wirth</i>	92
CASE STUDY: ANALYSIS OF THE NEW SPORT LEGISLATION IN ECUADOR. <i>Evelyn Su Jara-Pazmino, Ciro Pazmino</i>	93

### INTERNATIONAL UNDERSANDING ABOUT THE GLOBAL SPORT BUSINESS MARKETPLACE

URBAN LIVING STYLES AND INNOVATIVE TRENDS OF ‘SPORT BANK’. <i>Chuanming Cai</i>	94
BEINSPORT VERSUS “BEOUTQ”: SPORT TV BROADCASTING AND GEOPOLITICS IN THE MENA REGION. <i>Mahfoud Amara</i>	96
MODEL OF A PROFESSIONAL FOOTBALL CLUB CASH FLOW. <i>Tomas Ruda, Jan Sima</i>	96
MANAGING SPORT IN CHALLENGING SOCIO-POLITICAL TIMES. <i>David Hassan, Philip O’Kane</i>	97

### SOCIAL MEDIA MARKETING IN A GLOBAL SPORT BUSINESS MARKETPLACE

CAN POSITIVE MEDIA COVERAGE ON DIVERSITY ENHANCE CONSUMPTION OF THE LADIES PROFESSIONAL GOLF ASSOCIATION (LPGA)? <i>Euisoo Kim, James J. Zhang</i>	97
ARENINHAS PROJECT A NEW PUBLIC SPACE OF LEISURE IN THE CITY OF FORTALEZA – BRAZIL. <i>Kleber Augusto Ribeiro, Sara Maria Barreto Dias, Nayana Albuquerque, Raquel Ferreira Silva</i>	98
COMMUNITY MANAGER, A NEW PROFESSIONAL TO MAKE SPORT KNOWN. <i>Guillermo León Zapata Montoya</i>	99
THE ROLE OF MASS MEDIA IN PUBLICIZE SWIMMING IN IRAN. <i>Sara Keshkar, Hamid Ghasemi, Hosein Ghorbani</i>	100
EXPLORING THE BEHAVIORAL RELATIONSHIPS OF FAN ENGAGEMENT. <i>Marcel Huettermann</i>	100
NEUROMARKETING APPLIED TO THE MEASUREMENT OF THE IMPACT OF ADVERTISING DURING ESPORTS STREAMING. <i>Frano Giakoni, Daniel Duclos, Francisco Segado, Aarón Manzanares</i>	101
INFLUENCE FACTORS OF OPINION LEADERS ON THE EFFECT OF SPORTS CRISIS INFORMATION TRANSMISSION FROM SELF-MEDIA ENVIRONMENT. <i>Yu Chen, Yizhuo Ouyang</i>	103
GENERATIONAL DIFFERENCES IN THE UTILIZATION OF SOCIAL MEDIA FOR SPORT PURPOSES – CASE STUDY. <i>Jana Nova</i>	104
SCIENTIFIC RESEARCH IN SPORTS COMMUNICATION: A REVIEW OF PUBLISHED LITERATURE RELATED TO SOCIAL MEDIA AND SPORT IN THE IJSC. <i>Roger Brinkmann, Ary Rocco</i>	104
SOCIAL MEDIA MOTIVATION OF MIXED MARTIAL ARTS FANS INFLUENCE ON PURCHASE INTENTION WITH THE MEDIATING EFFECT OF FAN IDENTIFICATION: A REVIEW OF LITERATURE. <i>Andrew Kim, James J. Zhang</i>	105

### INTERNATIONAL RELATIONS IN THE GLOBAL SPORT BUSINESS MARKETPLACE

SOFT POWER THEORY IN INTERNATIONAL SPORT MEGA-EVENTS. <i>Keunsu Han, J. C. Kim</i>	106
U.S. BASKETBALL PLAYERS’ SOCIOCULTURAL ROLE AND EXPERIENCES IN EUROPEAN PROFESSIONAL BASKETBALL LEAGUES: OPPORTUNITIES AND CHALLENGES. <i>Katja Sonkeng, Jepkorir-Rose Chepyator-Thomson</i>	107



PRODUCT COMMUNICATION IN SPORTS ENTITIES: COMPARATIVE ANALYSIS OF CONMEBOL-LIBERTADORES AND UEFA-CHAMPIONS LEAGUE CASES. <i>Roger Brinkmann, Ary Rocco</i>	107
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### CHALLENGES IN THE GLOBAL SPORT BUSINESS MARKETPLACE

CUSTOMER ENGAGEMENT AND PERCEIVED QUALITY AS DETERMINANTS OF LOYALTY: THE CASE OF THE FITNESS BOUTIQUE MODEL. <i>Jerónimo García-Fernández, Pablo Gálvez-Ruiz, James J. Zhang, Brenda G. Pitts, Moisés Grimaldi-Puyana</i>	109
A REVIEW OF VIOLENT FAN-PLAYER INTERACTIONS AND THE QUEST FOR EXCITEMENT. <i>Jeffrey Levine, Brian Menaker, Dale Sheptak</i>	110
INDICATORS OF A NEW ARCHITECTURE FOR SPORTS FACILITIES: RESULTS OF A COMPARATIVE ANALYSIS BETWEEN TWO BRAZILIAN ARENAS. <i>Camila Forcellini</i>	111
COACHING AND DESIGN THINKING FOR MANAGING THE SPORT – A SYSTEMATIC REVIEW. <i>Raquel Nakamura, Ivan Furegato Moraes, Cacilda Amaral, Flávia Bastos</i>	111
INVESTMENT FOR THE FUTURE: THE CONSUMPTION OF CHILDREN’S OFF-CAMPUS PRIVATE SPORT TUTORING IN CHINA. <i>Liangjun Zhou, Xiaoying Chen</i>	112
TRACKING PUBLIC OPINION OF THE UNITED STATES OLYMPIC COMMITTEE. <i>Brian Mihalik</i>	112
NATURAL TO ARTIFICIAL. <i>Madeleine Orr</i>	114
INFLUENCING FACTORS ON CONSUMERS’ REACTION TO A PROFESSIONAL SPORT TEAM’S CSR ACTIVITIES. <i>Cindy Lee, Hyejin Bang, Boyun Woo</i>	115
THE INSTITUTIONAL ISOMORPHISM IN THE CONTEXT OF ORGANIZATIONAL CHANGES. <i>Liliana Cardna Mejía</i>	116
RESPONDING TO ORGANIZATIONAL COMPLEXITY THROUGH HYBRIDITY: A CASE STUDY OF A KENYAN SPORT FOR DEVELOPMENT PROGRAM. <i>Marlene Dixon, Per Svensson</i>	116
INNOVATIONS IN SPORT OFFICIAL TRAINING AND DEVELOPMENT. <i>Guy Bradbury, Trish Bradbury</i>	117
THE SPECIAL OLYMPICS WORLD GAMES AND THEIR LEGACY IMPACT ON HOST DESTINATIONS AND NATIONS. <i>Robert Kaspar</i>	118

### SPORT MANAGEMENT EDUCATION APPROACHES AND THE GLOBAL SPORT BUSINESS INDUSTRY

CASE STUDIES FOR THE SPORT MARKETING COURSE: WHERE TO FIND THEM & HOW TO USE THEM. <i>Brenda Pitts</i>	119
COMPETENCE-ORIENTED TEACHING IN SPORT MANAGEMENT HIGHER EDUCATION IN GERMANY. <i>Olivia Wohlfart, Sandy Adam, Gregor Hovemann</i>	119
INTRA AND INTERORGANIZATIONAL KNOWLEDGE CREATION IN SPORT ORGANIZATIONS. <i>Alexandre Arantes, Ivan Furegato, Flávia Bastos</i>	120
AN ANALYSIS OF THE PRESENTATIONS OF THE WORLD ASSOCIATION FOR SPORT MANAGEMENT CONFERENCES: 2014 SPAIN, 2017 LITHUANIA, AND 2019 CHILE – IMPLICATIONS AND RECOMMENDATIONS FOR THE FUTURE. <i>Brenda Pitts, James J. Zhang</i>	120
EUROPE AND THE UNITED STATES DEVELOPED COUNTRIES FOR NEARLY 10 YEARS OF RESEARCH IN THE FIELD SPORTS MANAGEMENT FEATURES AND DEVELOPMENT. <i>Shu Liang</i>	121
TOWARDS A THEORY OF GOALS. <i>Bonnyface Opia</i>	121
AN EXAMINATION OF OLYMPIC STUDIES CENTERS ACROSS THE GLOBE. <i>Brian Mihalik, Alexia Lopes, Linda Mihalik</i>	121
INTERNATIONALISATION IN SPORT MANAGEMENT EDUCATION – SWEAT ON THE RIGHT BACK. <i>Claire Powell</i>	122
SPORT SERVICE QUALITY MODEL DEFINED FOR PRIVATE DAY CARE CENTERS. <i>Tomas Ruda</i>	123
ANALYSIS OF THE QUALITY OF PRIVATE GYMS IN THE STATE OF COLIMA. <i>Isela Guadalupe Ramos Carranza, Salma Nayelly Gutierrez Urzua, Javier Almazán Del Pozo, Rosa Elena Medina Rodriguez</i>	123
THE VALUE OF A SECOND LANGUAGE IN THE SPORT BUSINESS INDUSTRY. <i>Jaime Orejan, Andy Gillentine</i>	124



A COMPARATIVE STUDY OF THE MANAGEMENT OF COMPETITIVE SPORTS TALENTS IN CHINESE AND AMERICAN COLLEGES AND UNIVERSITIES FROM THE PERSPECTIVE OF GLOBAL SPORTS BUSINESS MARKETPLACE. <i>Guangxia Hu, Kepeng Gu</i>	125
RESEARCH ON THE INTERACTIVE DEVELOPMENT OF CHINA'S NATIONAL FOLK SPORTS WITH TOURISM INDUSTRY OF TOURISM DESTINATION. <i>Cuixia Yi, Tao Yang</i>	125
CAREER DEVELOPMENT THROUGH A SPORTS QUALIFICATION PROGRAM IN GERMANY – A QUALITATIVE STUDY OF ALUMNI IN CHILE AND URUGUAY. <i>Michael Fuchs, Wohlfart Olivia, Hodeck Alexander, Sandy Adam</i>	126
REFORMING SPORT MANAGEMENT EDUCATION IN TAIWAN. <i>Noah Yang Hsu</i>	127
MANAGEMENT OF SPORT PROJECTS USING THE NETWORKING TECHNIQUE. <i>Oscar Hurtado, Carlos Florez, Rafael Bautista</i>	127
THE MANAGER OF SPORTS ORGANIZATIONS OF FORTALEZA CITY – CE, BRAZIL. <i>Kleber Augusto Ribeiro, Thiago Santos, Sara Maria Barreto Dias, Emmanuel Carneiro, Marcia Sousa</i>	128
SPORTS MANAGERS IN THE EU- AND BRICS COUNTRIES. COMPARISONS OF BIOGRAPHIES, CAREERS AND GLOBAL CHALLENGES. <i>Gerhard Trosien, Maria Ratz, Florian Pfeffel, Peter Bittler</i>	129
DEVELOPING STUDENT EMPLOYABILITY WITHIN A SPORT MANAGEMENT CURRICULUM. <i>Steven Osborne, Andy Evans, Elizabeth Lewis</i>	130
ENTREPRENEURIAL INTENT AND ORIENTATION AMONG COHORTS OF A UNIVERSITY-ACCREDITED SPORT BUSINESS MANAGEMENT CERTIFICATE PROGRAM IN MALAWI. <i>Anneliese Goslin, Darlene Kluka, Karolina Nessel</i>	131
TRIUMPHS AND CHALLENGES OF FACULTY-LED STUDY ABROAD. <i>Colleen Colles, Anita Moorman, Heidi Grappendorf, Heidi Parker, Annemarie Farrell</i>	132
ACADEMIC STAKEHOLDER ALLIANCES: A STRATEGY TO ADVANCE, BROADEN AND ENHANCE SPORT MANAGEMENT ACADEMIC PROGRAMS. <i>Andy Gillentine, Bob Baker, Matt Brown</i>	133
MODERN CONTRACT THEORY APPLICATION IN THE MECHANISM REFORM OF PUBLIC STADIUM IN CHINA. <i>Ning Chen, Dongmao Ye</i>	134

### CULTURE IN A GLOBAL SPORT BUSINESS MARKETPLACE

PARALLELS AND DIVERGENCE IN SPORT MIGRATION: A QUANTITATIVE WORLD SYSTEMS ANALYSIS. <i>Tomas Ruda, William Crossan</i>	134
TEAM MANAGEMENT STRUCTURE PROVIDES A CULTURAL FRAMEWORK THAT DRIVES PERFORMANCE IN NEW ZEALAND RUGBY. <i>Francisco Serrano</i>	135
MOMENTS AND MEMORIES: FOOTBALL AND STATE NARRATIVE IN ALGERIA. <i>Youcef Bouandel, Mahfoud Amara</i>	135
THE ROLE OF CULTURE IN INTERNATIONAL SPORT. <i>Jaime Orejan</i>	136
KEY FACTORS IN THE SYSTEMIC MANAGEMENT OF SPORT. <i>Leonardo Salvucci</i>	136
CULTURE AND GLOBAL SPORTS. <i>Kishore Gopinathan</i>	137
ORGANIZATIONAL CULTURE AND OLYMPIC VALUES: AN NGO CASE STUDY. <i>Marina Lima Sodr�, Fl�via da Cunha Bastos</i>	138

### FINANCIAL ISSUES IN A GLOBAL SPORT BUSINESS MARKETPLACE

SPORT, BUDGET FINANCING, MANAGEMENT OF THE SPORTS INDUSTRY, RANKING SYSTEMS FOR SPORTS. <i>Andrey Litvin, Szulikovskaja Valentina Valentinovna, Arkalov Dmitry Pavlovich</i>	139
WHO ARE WINNERS AND LOSERS IN KOREA BASEBALL ASSOCIATION? <i>Sung-Bae Park, Taeguen Kwon, Jonghwan Jeon, Myoungjin Kim</i>	140
SOCCER INDUSTRY: COMMERCIALIZATION OF PROFESSIONAL PLAYERS. <i>Maria de Jesus Gatica, Oswaldo Ceballos Gurrola, Rosa Elena Medina Rodriguez, Mariana Su�rez Perez, Oddete Moreno Muci�o</i>	141
THE INFLUENCE OF SPORT SCORES ON THE VALUE OF PROFESSIONAL SOCCER CLUB SHARES. <i>Julio Quispe</i>	141



TAX INCREMENT FINANCING IN MAJOR LEAGUE FACILITIES. <i>Robert Sroka</i>	142
THINKING STRATEGICALLY ABOUT FRENCH PROFESSIONAL FOOTBALL CLUBS. <i>Mickael Terrien, Carin Yann</i>	143
A RESEARCH ON THE EVOLUTIONARY GAME THEORY MODEL OF BUSINESS REPUTATION-ORIENTED PURCHASE OF PUBLIC SPORTS SERVICES FROM GOVERNMENT. <i>Yannian Wu</i>	144
EMPIRICAL RESEARCH ON THE CAPITAL STRUCTURE SUSTAINABLE GROWTH MODEL OF THE CHINESE PROFESSIONAL FOOTBALL. <i>Shufen Li</i>	144

### **SPORT INDUSTRY SEGMENTS – MOTOR SPORTS, WATER SPORTS, AND ALL OTHERS – IN THE GLOBAL BUSINESS MARKETPLACE**

NARCO-FUTBOL: THE INTEGRATION OF DRUG CARTELS INTO FOOTBALL CLUBS. <i>Sonia Scibor, James Skinner, Lisa Kihl</i>	144
ANALYSIS OF THE STATUS OF SWIMMING AND PREVENTIVE FACTORS OF THE TEHRAN CITIZENS IN SWIMMING SPORT. <i>Sara Keshkar, Gholam Ali Kargar, Mohammad Hosein Ghorbani</i>	145
INVESTIGATING THE PREVENTIVE FACTORS OF THE PUBLICIZED OF THE FIELD OF SWIMMING AND THE PRESENTATION OF THE SOLUTION. <i>Sara Keshkar, Akbar Farid Fathi, Mohammad Hosein Ghorbani</i>	146
RESEARCH ON THE INTEGRATED DEVELOPMENT MODEL OF ICE AND SNOW INDUSTRY AND TOURISM INDUSTRY IN CHINA. <i>Ruiying Shi, Tao Yang</i>	147
THE MANAGEMENT OF THE NEW SOCCER ARENAS IN BRAZIL: A STUDY OF SÃO PAULO AND PORTO ALEGRE'S INSTALLATIONS. <i>Leonardo Risso Cavalini, Leandro Mazzei</i>	148
RESEARCH ON THE HERITAGE LEARNING OF NATIONAL FOLK SPORTING EVENTS UNDER "ONE BELT, ONE ROAD". <i>Cui-xia Yi, Tao Yang</i>	149
HOW CAN A GOLF CLUB ENSURE ITS FINANCIAL FUTURE? NEW SERVICE DEVELOPMENT, NEW CORPORATE IDENTITY, AND TRANSITIONS MANAGEMENT. <i>Geoff Dickson, Anjum Chaudhry, Anna Gerke</i>	149
ACTORS AND INTERESTS IN THE ESPORT ECO SYSTEM. <i>Gerald Fritz, Mathias Schubert</i>	150

### **THE SPORT BUSINESS MANAGEMENT PROFESSOR AND A GLOBAL SPORT BUSINESS MARKETPLACE**

PREPARING SPORT MANAGEMENT STUDENTS FOR A GLOBAL SPORT INDUSTRY: A COMPARISON OF INTERNATIONAL COURSES AND STUDY ABROAD REQUIREMENTS IN SPORT MANAGEMENT CURRICULUMS IN THE UNITED STATES. <i>David Zinn</i>	151
CAREER TRANSITION FROM SPORT MANAGEMENT PROFESSOR TO ADMINISTRATOR: EXPERIENCES AND PERSPECTIVES. <i>Karen Danylchuk, James Thoma, James Zhang, Robert Baker, Laurence Chalip</i>	152
MORE THAN MONEYBALL: HOW TO BRING SPORTS ANALYTICS TO THE CLASSROOM. <i>N. David Pifer</i>	152
ENGAGING INTERNATIONAL SPORT LEADERS AND SCHOLARS AND CREATING A GLOBALIZED SPORT BUSINESS ACADEMIC PROGRAM. <i>Lauren Johnson, James Zhang</i>	153
SCALE DEVELOPMENT & QUESTIONNAIRE DESIGN IN THE GLOBAL SPORT MANAGEMENT SETTING. <i>Eddie T. C. Lam</i>	154

# LEGAL SYSTEMS IN A GLOBAL SPORT BUSINESS MARKETPLACE

## LEGAL SOLUTIONS FOR THE GENDER PAY GAP IN PROFESSIONAL SPORT

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Since the recurrence of the Modern Olympics, women have fought for equal opportunities to participate in sport. While participation opportunities have significantly improved, equal treatment for women athletes lags behind, particularly in compensation. Forbes magazine annually publishes a global ranking of the highest paid athletes. In 2017, tennis player Serena Williams was the only woman to earn her way onto the list, tied with Major League Baseball player Ryan Howard at 51st with earnings of \$27 million. The top earner in 2017 was soccer player Cristiano Ronaldo with \$93 million (Badenhauser, 2017). In 2018, no woman made the list: boxer Floyd Mayweather was number one with \$285 million. In the 100th spot was French basketball player Nicolas Batum with earnings of \$22.9 million. Serena Williams, out for 14 months due to pregnancy and childbirth was still the top female with \$18 million, but only \$62,000 of that was prize money. Williams annual endorsements rank her 17th globally for sponsorship earnings. Since 2010, successful (and attractive) women tennis players are the only women to make Forbes Top 100 listing, primarily due to lucrative sponsorships (Badenhauser, 2018a). Purpose. This research examines the plight of the United States Women's National Soccer Team (USWNST) and its battle with national governing body US Soccer, in their quest for equal pay. The USWNST provides a case study in advocacy, persistence, and use of the legal system to address systemic gender discrimination in sport. The case also provides inspiration and an example for women athletes across the globe to utilize pay equity laws to address the gender pay gap in sport. Much of the research on gender discrimination and sport focuses on lack of participation opportunity for girls (e.g., Pfister, 2011; Singh & Daidoo, 2017) and lack of leadership opportunities for women (e.g., Acosta & Carpenter, Dodd & Bareman, 2015; Lapchick, 2016). Academic research focused on pay disparities in sport is more difficult to find. This case study approach is a unique legal examination of one women team's approach to closing the gender pay gap. The global sport business is worth \$145 billion and while pay gaps exist in many industries, sport appears to have the greatest gender wage gap. Sports with the greatest pay differential include cricket, darts, football/soccer, golf, and squash. While in 1973, no sport offered equal prize money for men and women, the gap is closing significantly. The Grand Slam events in tennis began

offering equal prize money in 2007, and currently 35 of 44 sports offering prize money pay equally including the IAAF Diamond Series and all World Surf League sponsored events. Other sports offering equal prize money include skating, shooting, volleyball, diving, sailing, windsurfing, and taekwondo (Perasso, 2017). Many countries have laws prohibiting pay discrimination based on sex; however, a global gender pay gap persists between 18–22%, with Germany leading at only 7% and South Korea among the worst at 38%. The USWNST won the Women's World Cup in 2015; however, in April 2016 they were unable to come to terms with US Soccer on a new collective bargaining agreement. Subsequently, players filed a complaint with the Equal Employment Opportunity Commission, the federal agency tasked with upholding employment discrimination laws. No action had been taken on the claim, so the EEOC allowed the USWNST to proceed with a lawsuit that was filed against US Soccer on International Women's Day, March 8, 2019. The team cited unequal pay for more work than the men's team – they play more matches in a year and have been competitively more successful. However, maximum earnings for the women if they win every game is less than the minimum the men will earn even if they lose every match, even though the women's team generated \$20 million more in revenue than the men. The advocacy of the USWNST and their willingness to pursue legal options has motivated other women's national teams to action as well. The US women's ice hockey team sought advice and then threatened to boycott the world championships. Spain's women's national team stood up to its national governing body to demand the removal of their coach after the World Cup, and Brazil's women's national team quit to protest the firing of a female coach who replaced by a man. Nigeria's national team had a sit-in to demand unpaid salaries and bonuses after winning the African Championship (Das, 2018).



## EMERGING LEGAL ISSUES IN ESPORTS

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In January 2019, Newzoo reported that over 98.2 million viewership hours occurred on Twitch for League of Legends. Six additional games generated over 15 million viewership hours with many others generating over one million viewership hours. The rapid expansion of the industry has attracted a number of traditional sports organizations to the space, with the National Basketball Association (NBA), the English Premier League (EPL), National Association for Stock Car Auto Racing (NASCAR) and a number of other prominent worldwide sports leagues investigating and launching specific esports initiatives. In addition, a number of prominent traditional sports investors have taken significant financial stakes in various formal esports organizations such as The Overwatch League (OWL) where franchises were initially sold for \$20 million (Heitner, 2017) and second year expansion franchise costs increased to over \$30 million (Hoium, 2018). Despite the tremendous excitement surrounding the industry and the enthusiasm that many traditional sports investors have displayed, the esports industry retains a number of distinct legal characteristics and unsettled case law, particularly in the areas of intellectual property, contract law, and international law. In particular, the importance of the publisher's ability to control its content is not thoroughly understood, even by many working within the industry (Albert, 2019). As the industry has matured, so has the willingness of publishers to engage in practices to limit the ability of tournament organizers to utilize their protected content. In 2009, Capcom, creators of the Street Fighter game series, sought legal action to prevent the World Cyber Games and Major League Gaming from utilizing their intellectual property. Since then, a number of other disputes, some involving video game leader Nintendo, have occurred (Pitcher, 2013). In addition to disputes with tournament organizers, game publishers have also attempted to protect their intellectual property from misuse by other publishers. Since Magnavox Odyssey sued Atari in the 1970s for improperly copying its electronic ping-pong game, a number of other cases have occurred. Most recently, Bluehole sued Epic Games claiming its popular game Fortnite improperly "replicated" Bluehole's Battle Royale mode from its game PlayerUnknown's Battlegrounds (PUBG) (Phillips, 2017). Publishers have also sued their current and former employees for leaking confidential information to the public or to other publishers. In 2018, Epic Games sued its former employee Thomas Hannah, after it alleged Hannah divulged secret details about the upcoming fourth season of Fortnite (Gronberg, 2018). Although the aforementioned instances of intellectual property misappropriation appear to be clear examples of theft, other important and unresolved issues currently face the industry, particularly as it pertains to game use by consumers. Since the 1998 passage of the Digital

Millennium Copyright Act in the United States, it has been illegal for users to bypass digital locks (Kelion, 2014). Though publishers often permit game modifications (which involve users creating new and sometimes funny adaptations to games), they typically reject the efforts of cheaters, who design game alterations that can affect other player's game experiences and the financial returns for a game publisher. In 2010, Blizzard, the creator of the hugely popular massively multiplayer online role-playing game (MMORPG) World of Warcraft (WoW) became embroiled in a legal dispute with MDY Industries, the creator of a software bot called Glider that would "play" the early stages of the game so that players could skip a large amount of time normally needed in its early stages. Blizzard noted that its end user license agreement (EULA) and terms of use (TOU) specifically were circumvented by the use of Glider. In addition, they noted that by allowing players to skip the time normally needed to obtain levels of early game success, Blizzard's revenue was reduced. A number of other lawsuits involving game publishers suing "hackers" who developed and distributed cheating products have occurred. One of the problems with international law is the ability of publishers to seek redress for intellectual property violations through the various court systems, particularly when dealing with individual cheaters. Certainly, the first punishment option for an aggrieved publisher is to ban the offending party from future gameplay. A number of publishers have utilized this option, but for the most egregious violators, publishers have often filed lawsuits. Unfortunately, the use of the courts for redress often has its limitations. Lawsuits filed in one country may result in a default judgement since foreign nationals may elect to simply ignore the court action. In other cases, the negative public relations backlash from a publisher suing a customer can overwhelm the legal action. Epic Games sued Caleb Rogers for a number of allegations after he posted multiple videos of himself cheating at Fortnite on YouTube (Gronberg, 2018). However, when Lauren Rogers, Caleb's mother, informed YouTube and Epic Games that Caleb was 14-years old, the validity of Epic's lawsuit was questioned (Castro, 2018). Epic's main concern was that in a player versus player game, any modification can and should be restricted to ensure a fair playing environment for all participants. In most cases where game mods have been permitted, the user has been engaging in a player versus environment game mode where the use of the modification does not interfere with other player's enjoyment of the game. As the popularity of esports continues to grow, so will the need to understand the legal aspects related to the field. From contracts to endorsements and intellectual property to international law, players, teams, and leagues must understand the current legalities of this new form of sport and try to predict how future laws will affect the industry. This dynamic environment has created a new area of research that will be thoroughly discussed.

## PROTECTING THE COMMERCIAL VALUE OF MODERN ELITE SPORT: ARGUMENTS FOR A EUROPEAN SPORT SPECIFIC EVENT RIGHT

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The reality is that sports event organizers worldwide are faced with challenges to the commercial integrity of these events ranging from unauthorized broadcast/livestreaming of sporting events to ambush marketing. In the increasingly globalized and dynamic sport sector, the effective enforcement of intellectual property rights is becoming an essential part of sustaining economic wellbeing. In Europe, the economic contribution of sport has been valued at 1.76% of total European Union's Gross Value Added that amounts to 173.86 bn Euros. The European Commission's White paper on sport in 2011 recognized that the growing economic value and significance of sport in Europe is linkable to protection and exploitation of the inherent intellectual property rights. This paper will consider the competing arguments for more effective protection of the commercial value of sports events with Europe with the creation of overarching European Union legislation for the protection of intellectual properties associated with European sport events. This would be distinct from the piece-meal and limited protection provided by general intellectual property laws. This proposed development will not only benefit professional sporting codes of different sizes and their commercial value but also on the economic impact of sport and its recognition of the importance of intellectual property as a source of sustainable financing for grassroots sport. An argument for the introduction of an overarching sport specific event right is likely to fulfil two EU requirements for making policy in sport which are evidenced based policy and the sustainability of funding for grassroots sports. Any legislative development would essentially create a legally enforceable 'sporting right' only enforceable by the rights holder. This is not an imminent development but there is policy support for such a measure and the EU via Article 165 of the Treaty on the Functioning of the European Union (TFEU) has assumed legal competence over sporting issues and policies and exerts a 'soft law' legal regime over sport. An EU based sporting right could be a model to be developed elsewhere worldwide. Two important issues need to be addressed. Firstly, the development of a legally protected 'sporting right' will amount to a form of external regulation. This will challenge the tradition of self-regulation in sport that is represented in a very specific way concerning protection of intellectual property rights in sport by the Olympic Association Right (OAR) of the International Olympic Committee (IOC). It enables the IOC to enforce the intellectual properties of the Olympic Games in host cities. The OAR is founded on the Nairobi Treaty of 1981 and is a pivotal reason for the continued commercial growth of the Games. The OAR takes the nomenclature of domestic

legislation in the Host Cities of contracting parties and thus is enforced as national legislation. Secondly, there are a range of 'stakeholders' around sporting events': the organizers (International sports federations, national federations; leagues etc.); official sponsors; media companies; participating athletes and connected associations; government regulators and the spectators and supporters. All these bodies have an interest in the commercial viability and integrity of a sporting event. The paper will conclude by framing this analysis of the benefit of a legally enforceable 'sporting right' for sporting events organizers with in a contest for the regulatory space around sport. Regulation theory sees regulation is a mechanism that is not limited to laws, rules and regulations, but also encompasses the self-regulation mechanisms of a system. Regulation is not something that is abstract which happens in isolation. As it is very well illustrated with sport at both national and international levels, this process takes place within the context of socio-economic and cultural values. The work of Julie Black & John Braithwaite at a general level of the analysis of regulation and the more sports-specific work of Ken Foster will be applied to this debate around how the regulatory space around the protection of commercial values in sport can be best delineated.

## WORKING CONDITIONS IN LITHUANIAN WOMEN'S BASKETBALL LEAGUE TEAMS

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Professional athletes in Lithuania rarely have the benefit of collective agreements to help establish good basic working conditions and some form of employment protection. Many athletes have no formal employment contract at all, and lack of insurance or pension provision is all too common (Frick, 2011). Athletes who are in a work relationship with a sport club need the protection of law as it relates to work – especially relating to working time, mobility, training, health and safety, data protection, etc. (Henry, 2013). Professional sports players indicate problems that occur in the clubs they represent, that is: players without a contract; late payment of salaries; lack of pension provisions; deficit of support from employers for education; sport poses a high risk to health; low incidence of insurance against career ending injuries; low quality of refereeing; insufficient notice for changes to work schedule; low awareness of disciplinary rules, fines for misconduct (Broughton, 2013). Female basketball in Lithuania has no formal structures, unlike the male sport and this makes the existence of a professional status and a career as for female player difficult and in no way comparable to their male counterparts. The main aim of the study is to examine the employment and working conditions in the women's basketball league teams. The study examines the employment and working conditions of professional players of women's basketball in

Given the number of responses to the survey from players (n = 69), the following analysis is considered representative. A questionnaire was used based on "Survey on the working conditions of professional sports players in Europe" (VS/2011/0178). Results and Conclusions. The results of the survey showed that many players do not have a formal contract (41%), which means that their employment is less secure and that employment rights are not guaranteed. Many players have also complained about late payment of wages – 'sometimes' (44%) or 'always' (17%). Although, players take part in some form of education or studies (68%) while work as professional sports players. Over 41% of the players indicated that their profession poses a risk to their health: broken bones, torn ligaments, back and shoulder injuries, stress, general fatigue or have sleeping problems. The study found that over 63% of players surveyed have insurance to protect themselves against a career-ending injury. A significant number of players (54%) said they were not familiar with their league or club's disciplinary rules. Players complained about excess exposure to threats or acts of violence (11%) and discrimination (25%) at the workplace. Players appear relatively satisfied with their working conditions (8 points from 10). The findings of this survey on the working conditions of professional basketball players in Lithuania will help the entire sporting community – teams, players, federations, agents, national governmental institutions – better understand the current conditions under which professional sports people are employed, and where, if necessary, improvements are needed.

## THE RISK MANAGEMENT AND REGULATION OF TRAMPOLINE PARKS

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Trampoline parks have seen rapid growth in the last 10 years. In the United Kingdom, there are 150 parks which see 10 to 15 million visits annually. 315 ambulances were called out to just 30 parks. One trampoline park is being investigated after three people reportedly broke their backs in one day after jumping 12 feet into a foam pit. In the United States, the number of trampoline parks increased from about 40 in 2011 to 280 in 2014 to approximately 500 now. ER visits for trampoline park related injuries increased from 581 in 2010 to 6932 in 2014. Children ages 6 to 17 accounted for the majority of injuries. There has been significant fallout from the extent to which injuries and deaths have been sustained at trampoline parks. Lawsuits have been launched; most are settled but some have resulted in large payouts. Insurance premiums have skyrocketed upwards of 500% in two years and coverage has been reduced by about half. The industry is suffering from market fatigue insofar as it is no longer the new kids and it has been hurt by negative news coverage; this market correction has resulted in overall reduced revenue with many parks closing their doors.

Further, many jurisdictions (states and provinces) are looking at the role government must play in the regulation of trampoline parks. Arizona and Michigan have passed legislation while New Mexico, Illinois and Utah have proposed state bills. The Canadian provinces of Ontario and British Columbia are considering it. Utah's bill seeks to offer some protection to trampoline parks from lawsuits by insulating parks from liability claims due to certain inherent risks, which, interestingly, include being struck by a ball while playing dodgeball and the failure of a participant to act within their ability. According to the medical journal *Pediatrics*, trampoline use poses significant risk of injury to children and that because of its risks, trampoline use by children is discouraged. The industry is grappling with ways to reduce its exposure to risk and to increase safety. Many parks post staffers around trampolines like lifeguards to supervise its patrons and to enforce rules. Trampoline parks rely upon the legal defenses of assumption of risk and waivers. Some emergency room doctors though are tired of the trauma saying the injuries sustained are likely from a battlefield and that the existing preventative measures are not enough and so have asked the state to step in and intervene. With articles in medical journals entitled "Think before you bounce: Parents and young people need safety advice to help curb the number of trampoline injuries" published in the last year (2016), it is axiomatic that more research into the field is required. What is required is more than advice. As the industry is relatively new, there has yet to be much critical analysis or scholarship into trampoline parks. The literature does not reveal much work into the area. Trampoline parks are either "safe enough" – to paraphrase leisure safety manager David Walker with the Royal Society for the Prevention of Accidents who said, "Is it better to have a PlayStation or a trampoline? My view is that it is probably better to have a trampoline. We would much rather see children be physically active." – or ripe for the picking by lawyers who appreciate that the kinds of injuries sustained in trampoline parks can give rise to large awards such as the \$11.5 million given to a teenager after he was hurt at a park in Houston, Texas. This presentation will look at the frequency and severity of injuries being sustained by its users, practical ways to reduce the harm being suffered and measures to mitigate the liability exposure of trampoline park operators. Data has been obtained from the literature, insurers and trampoline park operators. The presentation will review principles of negligence and risk before diving into the deep end of systems-based risk management. The four stages (pre-incident, active management, crisis management, and post-incident) will be examined in detail. The presentation will focus on risk communication and the delicate balancing act of presenting trampoline parks as a fun and safe activity while at the same time saying it is dangerous. It will look in detail at marketing; signage and waivers as well as other considerations that help build a culture founded on high performance and safety. A journal article will be produced in tandem with this proposed conference presentation.

# PARTICIPATION SPORT IN A GLOBAL SPORT BUSINESS MARKETPLACE

## ACHIEVING OBJECTIVES OF BRAND STRATEGY THROUGH SPONSORSHIP ACTIVATION: A CASE STUDY OF THE 2014 RYDER CUP

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The Ryder Cup is one of the premier men's professional golf events in the world. The great attention and high visibility of the Ryder Cup attracts many corporations from all over the world to sponsor the event. The 2014 Ryder Cup was held in the Gleneagles Hotel, Scotland. Ernst & Young (E&Y) and Standard Life Investments were official partners of the event and appeared to achieve a significant success through their sponsorship activations. This research explores the questions of Why 2014 Ryder Cup deemed as a good sponsorship opportunity. How did Standard Life Investments and Ernst & Young use social media as a mean of sponsorship activation to meet their business purposes in the 2014 Ryder Cup? How were other opportunities besides social media put in place to increase the interactive nature of sponsorship activations? Review of literature Sponsorship activation or sponsorship leveraging means "collateral communication of a brand's relationship with a property" (Cornwell et al., 2001). Many corporations love provide sponsorships for sports events in order to increase business revenues through sponsorship activation campaigns (Fullerton, 2006). It is because sports events can offer a platform for sponsors establishing brand relationship with their target market (Blakey, 2011). Masterman (2007) points out sponsorship as a communication tool might attend the mutual benefits to both sponsor and sponsored. Sponsorship can establish a business relationship between a provider of services, resources and a sport event, which offers in return for commercial advantages (Howard and Crompton, 1995). Nowadays social media may provide excellent sponsorship opportunities for sponsors (Mangold & Faulds, 2009), and higher perceptions of event-sponsor fit have more positive attitude toward the sponsoring brand (Russell and Angeline, 2013). In spite of the fact that the Ryder Cup, which is positioned as one of the biggest sporting events in the world, has attracted many famous sponsors, there is little academic work on it. Researchers in the sports marketing field also attached little attention to sponsorship activation of the Ryder Cup compared to other major sporting events (Lee et al., 2011). This research aims to fill the gaps, which might contribute to the future study on sponsorship activation of the Ryder Cup. It might also benefit to relevant partners to adjust their sponsorship strategies

to achieve greater success in the future. The primary data come from the method of interview, which conducts with the key people of the marketing and sponsorship team of Ryder Cup, Standard Life Investments, and Ernst & Young, and the Ryder Cup. Interviews will semi-structured, with the use of a basic interview schedule as a guide. All interview process is recorded by audio tape recorder with the permission of interviewees, which benefit to interviewer analyzing primary data more precise (Robson, 2011). The secondary data was collected from the review of journal articles, the official website of the 2014 Ryder Cup, Ernst & Young and the Standard Life Investment, and some official event reports such as The 2014 Ryder Cup Legacy Story, The Review of 2014 Ryder Cup, and The Junior Report by the Chief Executive The internal documentations such as sponsorship deals will also be examined in this study. The different sources of data are triangulated in this study in order to enhance the validity evidences (Robson, 2011). Discussion. Scotland, as the home of golf, attracted a huge amount of audiences from all over the world. Up to 250,000 people from 96 different countries attended the 2014 Ryder Cup at Gleneagles, which potentially to increase exposure for sponsoring companies. The multiple sponsorship activations such as the fan zones, made more audiences involved in this event. The application of social media and new technology, such as the digital wristband, also made more participants experience the sponsorship activation, which potentially increased the sponsors' brand awareness and brand image (O'Reilly and Horning, 2013). Standard Life Investment relied on social media to publish a series of video content about the former captains of Ryder Cup. These videos achieved a great success and gathered over 34,000 views on YouTube and Twitter. In this way, the company can deliver their core business concept via social media platforms and freely interact with various stakeholders such as consumers. E&Y used social media such as Facebook and Twitter as a platform to deliver its sponsorship theme of leadership and teaming, which was embodied a series of films of the Ryder Cup Captain's journey. Through perceiving the branding value, which it transmits through social media, more and more potential consumers of E&Y were engaged (Gwinner, 1997). The principle activation of E&Y was the ambassadors, Paul McGinley, who told the story around the leadership and teaming to deliver its core sponsorship concept. E&Y also created the concept of team behind team, which aims to highlight the value of the company that the success of the teamwork should gather superb people to work together. Apart from social media, Standard Life Investment highly invested in advertisement. It ran a major international advertising campaign related to its brand positioning.

This integrated campaign was centered on a comprehensive bespoke website dedicated to the 2014 Ryder Cup, and it also published on public areas outside the competition venue, such as the airport and train station in Edinburgh and Glasgow, which aims to engage those who cannot attend the Gleneagles hotel. In addition, Standard Life Investment provided company staffs with opportunities to be a volunteer to help them involved in this event and increased the internal loyalty for this sponsor project. Results. The findings demonstrated that social media played a positive role for these two companies to engage target audiences. E&Y used the Ryder Cup Captain as a brand ambassador to embody the sponsorship theme of leadership and teaming and to extend its activation duration. Standard Life Investment focused on running advertising campaigns to build a good company image and increase brand awareness. In terms of these, the dissertation shows the way that activations of sponsoring companies in the 2014 Ryder Cup, which may benefit to other companies by adjusting their sponsor strategies to achieve more business success in the future. Future researchers should try to contact more interviewees and collect quantitative data for convincing results. Meanwhile, future studies maybe should deeply pay attention to the social media strategy, which nowadays is usually implemented by the sponsors to engage audience and business partners.

### THE WOMEN FOOTBALL ATHLETES' OPINION REGARDING BRAZILIAN CHAMPIONSHIP AFTER THE CONMBOL AND CBF REGULATION

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FIFA 2.0: The vision for the future is the last new document that pretends to provide new goals for women's football projects. Based on FIFA recommendation, CONMBOL and CBF have adopted new Regulations for 2019. All men teams participated at the first League of the 2019 Brazilian Football Championships should provide support to a women football team or have their own female team. This policy will also be applied to the second Male Football League next year. For this reason, the Laboratory of Exercise and Sports (LABES) in Rio de Janeiro State University are trying to figure out the real implications of these rules for girls and women football projects in

Brazil. For that, the LABES group has elaborated 2 questionnaires. The first one is being applied to all Sport Management that work closely with football female athletes participated at the women's Brazilian championship (first and second league). The second questionnaire will be applied to all senior female football athletes' playing at the first and second league in the 2019 women's Brazilian championship. This project will be focus on the second questionnaire and for that we will try to: (1) Establish the profile of these senior football female athletes interviewed; (2) Find out the opinion of these football female athletes regarding the benefits and negatives actions surrounding this new regulation (by CONMBOL and CBF) applied to the Brazilian Football Championships; (3) Describe the way these women see the future for female football organization in Brazil after CONMBOL and CBF new regulation and (4) Determine if these female athletes believe that women's football in Brazil will be jumping to a new level. Thus, five Ph.D. football experts will review the instrument for considerations. Then, analyzing the Cronbach coefficient alpha as a way of estimating the reliability questionnaire sent to a sample of the athletes' group. After, the questionnaire will be sent through a free online platform (SurveyMonkey) to all woman's athletes in the 2019 women's Brazilian championship (1st and 2nd league). Subsequently, the data will be tabulated in the Microsoft Excel program and free software Python 3.6 will be used to implement the pre-processing and data analysis steps.

### SPORT EMBEDDEDNESS AS BIAS: CAN 'EXPERTS' CREATE EFFECTIVE MARKETING MESSAGES TO ATTRACT NEW PARTICIPANTS?

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A key task of sport clubs, programs, and national governing bodies is to increase participation in their sport. Standard marketing efforts such as the AIDA model (awareness, interest, desire, action; e.g., Rawal, 2013) suggest the efficacy of messages designed to enhance awareness of the sport and participation opportunities within the sport, to generate interest in participating, to encourage and enhance potential participants' desire to do the sport, and ultimately to move them to action (i.e., product trial). Awareness is the most straightforward messaging task, as it tends to be less about a specific message than it is about reaching the target market at all. At the same time, advertising and other marketing communications with the goal of increasing awareness will also include a message intended to generate interest in the product

or service. Thus, there is often a blurring of the stages of AIDA in actual marketing communications efforts. Sport is no exception. Sport, at least traditional sports, has a ubiquitous presence in society. Therefore, for example, it is difficult to conceive of someone in America with no awareness of the sport of basketball, or someone in Brazil with scant appreciation of football. The initial task of marketing for participation is not to create awareness of sport per se. Rather, it is to create awareness of the specific (and actionable) opportunities to play the sport. Yet individuals will already have made some judgments and associations with well-known sports. These may be formed via media coverage of the sport, via conversations about sport, or even casual viewing of the sport in public spaces. These interactions form an image of the sport and those who play it. For some, this is enough to generate interest. Others may form an image that does not fit with their personal interests. In any case, the associations are not informed by the actual experience of playing the sport. Research has shown that experience results in a more elaborated network of associations with a brand, product, or service (Joffe, 2014). In sport, the physical and social experience of participation would be expected to provide both depth and breadth to the associations and resulting images one has of the sport. Those images may or may not be consistent with the less experiential associations of non-participants. Opportunities for initial participation in sport occur locally. Thus, marketing occurs at the local level, and can be tailored to local sport offerings and consumers. Practically, the marketing efforts fall to local sport organizations. The individuals within these organizations are often deeply embedded in the sport and its subculture. Consequently, their image of and associations with the sport will be very different from those of the uninitiated. We know that the reasons people give for joining a sport are not the same as those that keep them in sport (Green & Chalip, 2004). These changes are the result of socialization whereby increased knowledge and experience combine with subcultural values to form and reform the associations made and benefits attributed to participation in the sport. The purpose of this research was to consider the effects of sport embeddedness on marketers' efforts to attract new participants. Data collected as part of a series of action research projects examining event leveraging for sport participation were used in this study. Data collection began in 2013 and is still in progress. Data were analyzed from surveys, research team notes, transcripts from interviews, workshop results, and participants' and non-participants' associations with diving and athletics. Comparisons of the concept and category systems of participants and non-participants were derived from word associations and demonstrated substantial differences. Participants routinely associated their sport with affective descriptors reflecting wide-ranging depth of experience, as well as benefits/outcomes of

experience. Non-participants were more instrumental, used fewer categories and related the sport to facilities/equipment, events, and athletes. The challenge was to formulate marketing messages that would enable those without experience doing the sport to build interest and desire to try it. This required messages that could capitalize on the inexperienced individuals' concept and category schemes, rather than messages built from the schemes of those embedded in the sport. That challenge was communicated to local clubs in both sports, and meetings were held with club administrators and coaches to brainstorm the communications strategy. In each case, the administrators balked. They resisted the idea, and argued that the sport should be represented, as they understand it. They felt that this is what makes the sport valuable, and it is how they think about it. Indeed, they love their sport, and they expected mere exposure to make it attractive. They also felt that their love of the competition would be attractive. They wanted to simply show the opportunity or to suggest that the sport was a route to getting a university scholarship or becoming an Olympian. As a result, fliers were produced that were strictly descriptive and lacked any of the key benefits to be obtained. When communications suggested a benefit, it typically noted the chance to become a champion. Things that research had suggested were most important to the inexperienced (e.g., hedonic pleasure, thrills, demonstrating unique skill) were not included. A further complication derived from the affection that local club leadership had for their sport. They did not see value in an integrated marketing communications campaign, suggesting that simply showing people the sport opportunities should be sufficient to generate participation. If people could see the sport and the opportunity to do it, then they would choose to do it. As a result, their efforts to use events as marketing tools were negligible. These findings suggest that those who are embedded in a sport are poorly placed to market it. They see their sport so differently than does their target market that they are unprepared and unable to formulate an appropriately targeted marketing plan. They are so enamored of their sport that they expect it to sell itself. Implications for sport development are discussed.

## **IDENTIFYING ATTRIBUTES OF A UNIFIED SPORT PROGRAM THAT ENHANCE PSYCHOLOGICAL EMPOWERMENT FOR PARTICIPANTS, VOLUNTEERS, AND COACHES**

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Sport has the capacity to be a tool to empower participants, which leads active citizenship behaviors (Lim, 2018). However, previous studies showed that

participating in sport programs does not necessarily induce positive changes the individuals' psychology and behaviors (e.g., Thornton, Champion, & Ruddell, 2012). The positive changes can be achieved only with careful organization and implementation by program organizers (Chalip, 2006; Green, 2008; Schulenkorf, Sherry, & Rowe, 2016). Gaining empowerment is important because it may lead to active citizenship behaviors (Lee, Kim, & Kang, 2013). Psychological Empowerment refers to a process by which individuals 1) perceive control over personal issues, 2) understand their environment critically, and 3) take actions to influence the issues in their lives or communities (Zimmerman, 1990). To enhance empowerment, program organizers need to implement particular components in a program that promote the acquisition of cognitive and behavioral skills necessary to critically understand social environments and become independent problem solvers (Zimmerman, 2000). Since, Psychological Empowerment may vary depending on different people across different cultures or life domains (Zimmerman, 1995), the empowerment that is gained in a sport setting may not naturally transition to other domains of participants' lives. Therefore, program organizers play an important role in implementing particular experiences that promote the transition. To do so, it is necessary for program managers to identify the experiences at a sport program that enhance individuals' empowerment in sport and other life domains. As a sport experience, the research team created a unified sport program on campus of Southern University in US, in which students with intellectual disabilities and typical students play soccer together. Using the program, the current study aims to investigate how the sport experience empowered or disempowered the individuals who are involved in the program: participants (students with intellectual disabilities), volunteers (typical student partners), and coaches. Based on Zimmerman's framework, this study seeks to identify program attributes that enhance empowerment for these three groups. To achieve the goals, an interpretive approach was utilized to garner a picture of sport experiences from their perspectives. The researchers used observation, individual interviews, and focus group interviews. First, in multiple program sessions a researcher observed the program structure, activities, and interactions among participants, volunteers, and coaches. Ten participants were interviewed individually. Eleven volunteers were interviewed as two groups. Two coaches were interviewed as a group. The interview consisted of four segments: previous experiences of sports, the overall experiences in the unified sport program, positive and negative moments in the program, and suggestions for the future program. Probes were utilized throughout the interviews to elicit regarding the surrounding circumstances in which those experiences occurred, how the experiences have affected their daily life, and how they possibly changed

their cognitive, affective, and behavioral aspects of life. The interviews were audio-recorded and transcribed. Initial coding identified any psychological or behavioral changes after the participation, with examination of the relevant literature, including empowerment theory. Then, program attributes and elements that contributed to the changes were identified and categorized. Categories are being determined to identify the outcomes of the participation experiences that enhanced or diminished participants' capabilities, using Zimmerman's model. The preliminary data analysis indicated that the participants with intellectual disabilities gained happiness, socializing opportunity, building new friendship, and feeling active. The volunteers (i.e., partners) were able to reduce fear and became open-minded to people with intellectual disabilities in general. The interaction with the participants with ID provided a feeling of a safe space for the volunteers that enabled them to be themselves, not pretending a 'cool kid'. From this experience, they were able to lessen judgement about themselves and other people in general. According to the data, the interactions between the participants and volunteers and between the participants and coaches are the key program attribute that led to the empowerment components. The research implications contribute to the sport management literature by providing a holistic framework of psychological empowerment specific to the sport context, particularly with people with disabilities. Further, the results can allow gaining knowledge of the empowerment transition from a sport setting to other life domains. Based on the positive and negative program attributes identified in this study, we will further discuss and provide recommendations to assist program organizers to plan, organize, and implement sport experiences that have a greater impact on the individual empowerment.

## **SPORT FACILITIES FOR PARTICIPATION SPORT: A MANAGEMENT PROCESS PROPOSAL FOR BRAZILIAN REALITY**

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Sports facilities are considered as one of the fundamental factors for the sport development in the countries, and it is related to the involvement of the general population in physical/sports activities (Chen, Hui, Lang, & Tao, 2016; De Bosscher, De Knop, van Bottenburg, Shibli, & Bingham, 2009; Kirby, Levin, & Inchley, 2013). The sports facilities management has a broad definition, and can refer to the management of the construction processes of a new facility (from its planning and design to the construction), as well as all the processes that involve its operation. Despite the importance of all the management processes in the sports facility operation, few studies in Brazil analyze and discuss the planning and sports facilities

management. Considering the growth of the area of sport management in Brazil and the concern that has been established in the country about the places focused on sports practice, it is relevant to reflect on the management adopted in sports facilities geared to the sport participation in the country. This research aimed elaborate a model that contemplates the management processes of sports facilities focused on the sport participation in Brazil. Review of Literature: The management of sports facilities has a broad definition, and can refer to the management of the processes of construction of a new facility, as well as all the processes that involve the operation of the facility (Schwarz, Hall, & Shibli, 2010). The facility operation objectives, as well as the activities that will be developed and the services that will be offered should be defined still in the facility planning, since these elements will give parameters for the facility construction. The management model and the management project must be defined a priori, thus all management processes are facilitated (López, 2003; Sarmiento & Carvalho, 2014). The management must guarantee the facility operation, as well as the best use of that space (Cunha, 2007), involving decision-making processes and the coordination of diverse areas involved in the facility management, in order to provide the necessary resources to maintain its operation in an economically viable way. There has been a tendency for national bodies responsible for the sports development, to build and make available to entities, guidelines to assist the management of sports facilities (Consejo Superior de Deportes, 2010; Departament for Communities and Local Government, 2006). In Brazil, there is no such type of material coordinated or treated as a national model, containing guidelines for sport facility management. Despite the importance of all the management processes in the functioning of a sports facility, especially to keep it economically sustainable, according to Mulatinho (2011), there are few studies in Brazil that analyze and discuss the planning and sports facilities management. In the national literature, some management processes are studied, but the approach to the subject is scarce, not having a model of processes of management of sports facilities available in the national literature. Research Method: An exploratory qualitative approach was conducted using the Grounded Theory method (Strauss & Corbin, 1990, 2008). Semi-structured interviews were conducted with 18 subjects involved in the sports facilities management of three different entities, at different levels and positions, following the iterative process. During the interviews, the researcher kept a diary where notes were written and later included in the memos elaborated in each analysis. The procedure of sample constitution followed the procedures recommended by Strauss and Corbin (2008), through Theoretical Sampling, and the number of interviews was determined by theoretical saturation. The interviews were analyzed by the constant comparison method using the open, axial and selective coding technique for

content categorization. An independent researcher supported the categories creation. Results and Discussion: The analysis process resulted in 905 analysis units, 68 categories and 40 subcategories that emerge from data, divided into 10 dimensions or areas: Construction of Sports Facilities; Economic-Administrative Management; Human Resources Management; Management of Activities/Sports Programs; Sport Facility Exploration; Marketing; Communication; Infrastructure and Maintenance; Security and Risk Management; and Support Services. From the results obtained in the field and the comparison and discussion of this with the literature, it was possible to present a proposal model with 115 detailed management processes associated with the sports facilities management focused primarily on the practice of sports participation. The theoretical implications of this work are related to the possibility of using the grounded theory method in sports management research, as well as the presentation of the model. The model also has its practical implication either, in the direction of the management carried out in the sports facility, in the aid for reorganization of areas and/or processes, or in the evaluation of the management work performed in the Brazilian sports facility.

## RECRUITMENT AND RETENTION IN SPORT: UNPACKING THE MEANING OF “FUN”

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Although studies report a wide range of motives leading to initial sport participation (Vallerand, 2007), nearly every study highlights the attraction of “fun” when choosing to participate. In fact, a plethora of youth sport studies over several decades identify “fun” as the lynchpin of sport participation (e.g., Bengoechea, Streat, & Williams, 2004; Petlichkoff, 1992). Researchers report fun as a motive (e.g., Gill, Gross, & Huddleston, 1983), a predictor of commitment (Weiss, Weiss, & Amorose, 2010), as well as an outcome (e.g., Brustad, 1988). In fact, the one consistent agreement across studies is that fun is a critical aspect of a positive sport experience. Given the critical role played by ascriptions of fun across a wide array of physical activities, recent attempts to increase girls sport and physical activity participation, and/or quell massive dropout rates, aim to put “fun” back into the activity (USA Today Magazine, 2012). Yet, fun can be expected to vary across age, gender, life stage, social class, sport, skill level, and program structure (Ashford, Biddle, & Goudas, 1993; Seippel, 2006). Moreover, sport settings vary tremendously in terms of their structure, which affects program components and resulting experiences, including the experience of fun. Thus, it is difficult to build a program that is fun without understanding the ways in which the targeted participant group cognizes fun. We need to better-



understand the experiences and drivers of non-elite sport participants, so that we can create a greater interest in lifelong sport participation and attract participants to sport at all life stages. Purpose. The purpose of this study, therefore, was to examine the experiences of adolescent girls in a late-entry sport program to understand their perceptions of the program and sport, and to identify the place of fun in their recruitment and retention decisions. Specifically, we aimed to determine how these girls and those with whom they interact understand their sport experience, what they enjoy and don't enjoy about that experience, and to identify the relative role of fun vis-à-vis other elements of the program that are initially attractive, and that keep them interested in continued participation. Method We employed a case study approach to study four girls' flag football programs across the United States (Austin, TX; Chicago, IL; Harrisburg, PA; and New Orleans, LA). We conducted interviews and focus groups with female participants in flag football (n = 90), their parents (n = 22), coaches (n = 6), and program administrators (n = 7). Interviews were audio recorded and transcribed professionally. Transcriptions were then independently hand-coded by two lead researchers. We utilized pattern coding as described by Miles, Huberman, and Saldana (2014). At each stage of the data analysis, broad themes were developed based on a combination of reoccurring themes, and emergent or surprising themes. Results. The participants in this study identified their friends' endorsement, team affiliation, lower investment levels, semi-competitive atmosphere, and the sport itself as enjoyable aspects of these sport programs that initially attracted them to sport. Once they had experience in the setting, they discovered that they enjoyed a number of elements that they had either not expected or had not initially valued: an opportunity to contribute, skill development, social interaction, and a sense of empowerment. In short, their definitions of fun changed or expanded to encompass new ways to enjoy their sport participation. Discussion. Two critical insights were generated from these findings. First, participants' characterizations of fun are neither static, nor universal. Second, fun seems to be a global ascription of an unconscious analysis of worth. In effect, when participants say, "This sport is fun," what they are really saying is, "This sport is worth my involvement." The ways in which these participants linked global evaluations of fun to a sense of worthiness may provide some hints as to why the evidence for the salience of fun is ubiquitous, but individuals' experiences of fun, and their definitions and meanings ascribed to fun vary so dramatically across groups and contexts. As this work clearly shows, fun is a critical element in attracting and retaining sport participants. However, the ways in which that fun is assessed by participants is an ongoing process that changes from person to person and from time to time. In understanding the ways in which participants assess the worth and worthiness of a sport or sport context, sport managers can better design

programs to appeal to a wider array of potential participants, and better assist players to find meaning and worth in their sport experience.

## **MESSAGES OF ROLE SOCIALIZATION: STRENGTHENING ROLE SALIENCE WITHOUT ROLE ENGULFMENT**

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Holding multiple roles, such as being an employee or musician, is beneficial to an individual's mental and physical health (Hong & Seltzer, 1995; Waldron & Jacobs, 1989). This thinking is contrary to that of many organizations that hold a mindset that employees should be more singularly focused on being an organizational member (Van Dick, 2004). Indeed, strengthening organizational identification among employees can have a number of positive benefits, including increased job satisfaction, reduced turnover, and sense of belonging (Ashforth & Mael, 1989). However, having employees who are "all in, all the time," or whose role as an organizational member is too salient, can actually lead to role engulfment. This can be detrimental to individuals and organizations as potential negative outcomes include workaholicism, turnover intentions, decreased well-being, and decreased work performance (Avanzi, Van Dick, Fraccaroli, & Sarchielli, 2012). Such is the case with elite athletes (Gustafsson, Kenttä, & Hassmén, 2011), including but not limited to college athletes. Coaches, teammates, and administrators often socialize college athletes into assuming a largely salient and often, singular, athlete role at the expense of other roles (Anderson & Dixon, 2018). In turn, as athletes come to prioritize and possibly become engulfed in a singular role, they may become dissatisfied with their sport experience and feel isolated from other people and groups (Anderson & Dixon, 2018; Gustafsson et al., 2011). Clearly, teams and athletes may benefit from placing a priority on their athlete role, but how can they do so without sacrificing all other aspects of their life and/or college experience? Purpose. Based upon the role identity and socialization literature, it is clear athletes have roles and are socialized into those roles by multiple agents (e.g., Greendorfer & Bruce, 1991). However, it is unclear exactly how athletes are socialized into their roles. Therefore, the purpose of this study was to examine how a team of college athletes came to understand their roles and how they responded to the various role messages they received over time within a team environment. Specifically, I sought to unpack (a) what messages were being communicated concerning athletes' roles, by whom, to whom, in what way (e.g., verbally or behaviorally, subtle or overt, formal or informal), and in what context, (b) what cultural elements, such as policies, symbols, or rituals, reinforced those messages, and

(c) how athletes interpreted and responded to those messages. Method I conducted a season-long ethnographic study of a Division I volleyball team, which included collecting observations, interviews, journals, questionnaires, and documents to capture the everyday experiences and role perceptions of the athletes, and the surrounding culture of the team and university (Tedlock, 2000). Once all the data had been collected and transcribed, I engaged in discourse tracing, which is oriented toward “asking how and why such issues came into being and how various levels of discourse play a role in their creation and transformation over time” (LeGreco & Tracy, 2009, p. 1522). During this analysis, I generated both theoretical and emergent codes, which were then organized into themes. Results. Three messages emerged as central to the athlete’s role development: “we are one,” “academics are the priority,” and “there’s more to college life than volleyball.” Within these thematic messages, those that were recurring, consistent, and priority (in terms of timing) seemed to become dominant and communicate priority roles; those that were less frequent, less consistent, and/or secondary in timing became less dominant (and less prominent in terms of role salience). The cumulative nature of these messages from multiple agents across contexts and across time communicated the salience of the athlete role, and then the secondary nature of other roles. This study builds a more integrated understanding of processes and outcomes toward role development that unfold in teams or organizations. The present findings underscore the necessity of flexibility and adaptability in the socialization process as opposed to fixed socialization processes that rigidly define and restrict organizational roles. Existing socialization theory must expand to examine the mechanisms behind such flexibility and adaptability. Moreover, the present study allows managers to see the collective impact of their messages on the behavior of individuals within their organization, thus informing policy and practice for the ideal socialization of athletes into their roles and better integrating college athletes into the breadth of the higher education experience. It appears some athletes have freedom to pursue multiple roles, which is likely healthy for their individual development. More sport teams may consider this adoption of role values and salience toward better athlete experiences and well-being.

## **SPORT FOR HEALTH: UNDERSTANDING THE MEANING OF SPORT ON A SMALL CARIBBEAN ISLAND**

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With the emergence of sport for development, scholars have begun to expand our understanding of the role of

sport from First World Nations, to nations that do not qualify as such, and are often defined as ‘developing nations’, non-western nations, or nations with ‘emerging economies’. Hidden in the euphemisms that seem to indicate growth, is the fact that in these nations, resources are often sparse, and large groups of populations within these nations do not have access to these resources. Sport for development scholars have provided insight on what this means for sport participation, and what the role of sport could be in these nations. Schulenkorf (2010) studied how sport can mediate between different groups in ethnic conflicts on the island of Sri Lanka, while Sherry and Schulenkorf (2016) have done extensive research on the access that women have to sport in Papua New Guinea. Hills and Walker (2018) looked at the role of sport in developmental programs in Colombia. Yet, because of their strong focus on the potential developmental outcomes of sport, they spend less time on the meaning of sport itself in these nations and what the role of sport is in society. Additionally, as their focus was on secondary outcomes of sport (conflict resolution, empowerment, education, etc.), they have not examined the primary outcome of sport participation, which is a potential increase of health among participants, because the physical activity required to participate in sport allows them to burn calories and prevent obesity and ensuing medical conditions (diabetes, heart diseases, etc.). Obesity has become one of the major health challenges for many of these developing nations, particularly for the Polynesian and the Caribbean Islands, where the economy has improved sufficiently to provide food access for most of the population. Yet, most of the food consumption in these nations is grounded in a Western (high-calorie) diet, and fast-food chains have found a strong customer base, thus they have altered their diets to a pattern that does not fit the tropical climate in which they live. Additionally, these nations have failed to develop systems that would allow their population to burn these calories, or even make their population aware that they are not as healthy as they might believe. Therefore, the purpose of this study is to explore the meaning of sport within one of these nations, to understand if it is truly an effective instrument to improve health. To that end, we conducted a nationwide survey among the population of Aruba, aimed to address the following research questions: 1) who participates in sport in Aruba. 2) How and where do Arubans participate in sport? 3) Why do Arubans participate in sport? and 4) what barriers do Arubans perceive towards sport participation? Method. A survey was conducted among a representative sample of the Aruban people. We collected 2621 surveys, divided over 1102 adults (18 years and older) and 1519 youngsters (age 8 to 15), which exceeded the minimum of 1,030 surveys (99% confidence level) for a population of roughly 110,000 residents. With the aid of students, data were collected on different locations. Data was collected by means of a tablet or paper-based

surveys and were distributed at predetermined locations corresponding to the different geographical clusters on the island. This resulted in a sample that was geographically representative, yet with a slight over-representation of young people and women. The surveys were developed based on existing instrumentation, and then modified to fit the Aruban setting. For the first two research questions, the researchers modulated their survey based on similar research conducted in the Netherlands (Sport Participation in the Netherlands: 2006–2012, 2013) which was also the source of inspiration for similar research in European context (Sport participation in cross-national perspective, 2010). Based on these studies, a version was created that was more representative of sports activities in Aruba, accounting for cultural differences between European countries and Aruba. In order to gain insight into research questions 3 and 4, which address the psychological motives for (non-) athletes, the questionnaires developed by the American researchers Duda (1996), Beard and Ragheb (1983), and Iso-Ahola and Clair (2000) were adapted to the Aruban context. Results. While 54% of the general adult population in Aruba participates in sport, only 11% of the population does that often enough to meet the physical activity minimum standards of 30 minutes a day. Among children, the result was slightly better, but ultimately only 21% of Aruban children met the minimum standards. The most notable demographic difference between groups was the gender gap between men and women, regardless of age group. Arubans participate in sport in various settings, but it was noticeable that among children, very little of that occurred in school (11%) or in the streets (9%). The main reason for adults to participate in sport was to stay healthy, because they enjoyed it, and because it relaxed them. Winning and performance were not deemed important, particularly not among women. The biggest barriers to sport participation were lack of time, lack of energy, family obligations, lack of finances, and lack of safety in the streets. In general, women rated the barriers higher than men, again, regardless of age. Discussion. While sport for development scholars who work with community organizations in emerging nations have reflected on how effective sport programming can be to achieve secondary goals, they have based such evaluations on the assumption that sport is universally valued across nations. This study indicates that while that is true to some extent, access to sport is often limited and the engagement of local populations with sport participation could be lower than in First World nations, which raises the question of how effective it is to use sport as a 'hook' for developmental programs, and how government in these nations can combat health issues, such as obesity.

## THE INFLUENCE OF PARENTS' ATTITUDE AND EXPECTATION ON YOUTH SPORT PARTICIPATION: THE FOCUS ON SENSE OF FISCAL BURDEN

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In Japan, there is an increased number of children undertaking the sports-related lessons after school, and more parents are investing a large sum of money in their own child. There is a tendency for parents to seek a 'high-risk, high-return' by investing in children's sporting activities, such as coaching, purchasing equipment, and travelling, rather than in education (i.e. entrance exam, cram schools). Several researchers have suggested that Parental commitment is a key factor in the sport participation of children because sporting habits usually depends on parental expenditures of money, time, and energy (Coakley, 2006; Green, 2010). In addition, an emerging parental commitment that parents are solely responsible for controlling and socializing their children and that child development is shaped by parenting strategies (Green & Chalip, 1997; Coakley, 2011). Society places great emphasis and resources in the areas of preschool and adult programming, and consequently may misdirects energies away from youths (Zhang & Byrd, 2005). Many literatures in organized youth sport has clarified developmentally appropriate parent involvement behaviors. However, Dorsch et al. (2017) point out to problem that practitioners have yet to effectively rippled evidence-based tools and strategies to parents. As Dunn, Dursch, King, and Rothlisberger (2016) also point out, despite the rising costs associated with youth sport participation, little empirical effort has been made to examine the potential impact of family financial investment on parent involvement for youth sport participation. Especially, the existing knowledge is insufficient to explain the Japanese youth sport participation and parent involvement in Japan. The aim of this article is to present a model for the progression from parental attitude with children's sport participation. This study was carried out on the parents of participants in a junior soccer school of professional football (soccer) club that is based in Tokai area, Japan, and is affiliated with the Japan Professional Football League (J. League). With reference to Green and Chalip (1997) research procedure, the purpose of this study was first explained to soccer coaches who were then asked to solicit the participation of parents and children. Questionnaires are distributed to 400 participants, 204 questionnaires were returned within the deadline (a recovery rate of 51.0%), and the analysis was then carried out on the 200 valid responses the data of the parents of school participants. Participants (N = 200) completed a survey on parent's attitude, expected results to children, sense of burden, participant frequency, and payment. SEM analyses were conducted to examine the proposed conceptual

model specifying the inter-conceptual relationships among parent's attitude, expected results to children, sense of burden, participant frequency, and payment, which indicated an acceptable fit of the model to the data, where CMIN/DF = 2.11, CFI = .90, SRMR = .08, and RMSEA = .07, with a 90% confidence interval, .06–.08. The estimation of the effects among the variables shows that the parent's attitude full support the research hypothesis. Parents attitude is significantly attributable to the sense of burden ( $\beta = -.26$ ,  $p < .01$ ), participant frequency ( $\beta = .22$ ,  $p < .01$ ), and payment ( $\beta = .18$ ,  $p < .05$ ). However, parent's expectation is not significant for the sense of burden ( $\beta = .11$ ,  $p > .05$ ), participant frequency ( $\beta = .03$ ,  $p > .05$ ), and payment ( $\beta = -.04$ ,  $p > .05$ ). Based on these results, the estimation of the effects among the variables shows that the parent's attitude full support the research hypothesis. Regarding the relationships among sense of burden, participant frequency, and payment, the sense of burden significantly influences participant frequency ( $\beta = .13$ ,  $p < .05$ ) and payment ( $\beta = .17$ ,  $p < .01$ ). The mediating role of sense of burden in the conceptual model is determined using the bootstrap resampling technique (5,000 resamples) to avoid bias standard errors due to non-parametric distribution. The results of the mediation analysis indicate that the sense of burden mediates the effects of parents' participant frequency ( $\beta = -.03$ ,  $p < .05$ ) and payment ( $\beta = -.04$ ,  $p < .05$ ). The conceptual model explains approximately 10% of the variance in sense of burden, approximately 16% of the variance in participant frequency, and approximately 15% of the variance in the payment. Sense of Fiscal burden is an important mediating factor. This mediation effect of fiscal burden underlines the extracurricular activities for their children and the importance of the support of this school for repeat attendance. As the parent's attitude commit to their children, so do the sense of fiscal burden and more specifically in this case the parents' support toward the engagement in these activities. This means that parents think are willing to invest for children on their educational policy, and have a very positive experience. In other words, taking sports-related lessons has become choices that are on the same level as taking education-related lessons, and this offers a glimpse of the trend for a large amount of money to be invested in education. The results of this study show that we have entered an age where the parents' investments in their children are not high risk but rather something that has become the norm. This tendency signifies that the petite bourgeoisie that can invest the necessary funds for their children has appeared in the area of youth sports, and this phenomenon might even become a mainstream group in Japan. Although it has been suggested elsewhere that children's sport experience at soccer school is like other youth sport experiences, replication of this work in other sports may identify similarities and differences among sports. In the future, it would be desirable to conduct comprehensive research studies that include the

parents of children who take part in lessons and events at regional sports clubs, public sports facilities and private sports clubs.

## TRIGGERS OF THE LOYALTY OF PARENTS TOWARDS A SPORTS PROGRAM FOR THEIR CHILDREN

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This research deals with a topic that over time has become more relevant in the economic dynamics of the countries, for this reason it is a task of the administration that analyzes the behavior of the consumer, revealing the variables that influence consumers to develop loyalty behavior towards services and sports programs offered by both public and private entities, to focus strategies that will lead to increased demand. To understand these behaviors defined as "the manifest, the observable response in a given situation with respect to a specific objective" (Ajzen, 2010) proposes the Theory of Planned Behavior for its proven utility for the analysis of the factors that trigger behaviors related to sports and physical activity, including loyalty (Colorado & Tavera, 2015) Theory of Planned Behavior The Theory of Planned Behavior (TPB) proposed by (Schifter & Ajzen, 1985), derived from the TRA-Theory of Reasoned Action (Ajzen & Fishbein, 1970), proposes the intention as the best predictor of behavior and would be influenced by the attitude, the subjective norm and the control of perceived behavior (Schifter & Ajzen, 1985). The attitude can be defined in a general way as the positive or negative feelings of the person about the conduct of a behavior (Ajzen, 2010), the subjective norm is the perceived social pressure to participate or not participate in a behavior (Ajzen, 2010) and finally the control of perceived behavior, is defined as the perception that the individual has of the presence or not of resources or opportunities necessary to develop the behavior in question (Schifter & Ajzen, 1985). Model of Established Hypotheses. The literature suggests that the TPB is a valid model to explain triggers of the loyalty of parents to a sports program for their children, for this reason the following hypotheses are established: H1: Attitude influences Intention to keep a child in a sports program H2: Subjective Rule influences Intention to keep a child in a sports program H3: Control of Perceived Behavior influences Intention to keep a child in a sports program H4: The Control of Perceived Behavior influences Loyalty towards a sports program H5: Intent influences Loyalty towards a sports program. Method. We carried out a descriptive, simple cross-sectional investigation, guided by the hypothetic-deductive method. Taking into account the approaches of (Ajzen, 2011), the hypotheses were contrasted by means of a structured survey (Ajzen, 2006) that was carried out on a sample of the 141 parents who had their children enrolled in the School of Sports Initiation Cantera de Héroes of

Envigado FC during the year 2018. Results and Discussion. Once the reliability and validity of the measuring instrument were guaranteed, the hypotheses were tested by means of structural equations. The use of the robust maximum verisimilitude method led to good adjustment indicators and to the non-rejection of most hypotheses, as shown in Table 1, which allows visualizing the results of the empirical contrast of the model, evidencing that in the case of the Cantera de Héroes del Envigado FC Program, the Attitude and Control of Perceived Behavior are the most important antecedents to develop the intention to participate in the program in the first instance and later to develop loyalty towards it. In turn, when observing the direct and indirect effects of the factors that affect the development of loyalty, the Control of Perceived Behavior is the construct that has the greatest influence. Analyzing the aspects that constitute the attitude of the parents of the analyzed institution, it can be affirmed that the differentiating element of the program is the information that they give to the clients about the benefits that their children have when participating in the activities. On the other hand, it is found that the Control of Perceived Behavior is the most important variable to trigger loyalty behavior towards to the program offered by the Envigado FC, even with a factorial load higher than the intension, demonstrating that by overcoming the barriers of access is more likely that customers continue and be loyal. One of the aspects that can be evidenced as fundamental of the perceived control in this program is the accessibility to the activities, since, the days and hours of training do not compete with the work activities of the clients, their costs are provided for the profile of the parents and the logistical conditions such as parking, sanitary units and cafeterias generate a pleasant atmosphere.

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

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The 13<sup>th</sup> Five-Year Plan of China has set “constructing a 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 policy promulgation and implementation of the National Fitness Program (2011–2015) and the National Tourism and Leisure Program (2013–2020 years) 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.

## AN EXAMINATION OF CONCUSSION MANAGEMENT PRACTICES IN HIGH SCHOOL GIRLS’ SOCCER

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From 2005 to 2015, the rate of diagnosed concussions among high school athletes increased 2.30-fold (Schallmo, Weiner, & Hsu, 2017). Girls’ soccer has one of the highest incidences of concussions (Agel, Dick, Nelson, Marshall, & Dompier, 2007; Gessel et al., 2007). Approximately 50,000 female high school soccer players suffer concussions each year (Gessel et al., 2007). Literature Review. While soccer-related concussion reduction/prevention strategies are far from complete, a number of concussion reduction and management practices have been suggested. Several studies examined the role soccer-related headgear may have in reducing concussions. Withnall et al. (2005)

reported that, although soccer-specific headgear may not reduce head acceleration while purposely heading the ball, it might reduce the risk of concussions from head-to-head impact. Another study revealed that soccer players who did not wear protective headgear were 2.65 times more likely to suffer concussions during play than those who did (Delaney et al., 2008). Furthermore, in an effort to reduce concussions, ensuring proper inflation pressure and utilizing age-appropriate sizes of soccer balls were also recommended (Kirkendall, Jordan, & Garrett, 2001). Other suggested soccer-related concussion reduction practices include regulating the number of headings allowed during contests/practices, setting age limits for heading, instructing proper heading technique, and padding the goal posts during practices (Shenouda et al., 2012). High school coaches have an ethical and professional duty to adopt proper concussion management practices during practices and games. The importance of doing so is demonstrated by legislation (i.e., state concussion statutes) and policy statements from sport governing bodies (e.g., state high school athletic associations, USA Youth Soccer). Coaches' responsibility to adopt proper concussion management practices is further stressed by the fact that only about 40% of high schools have athletic trainers (ATs) available on-site to manage concussions (Pryor et al., 2015). The Florida High School Athletic Association (FHSA) recommends that certified ATs be present at all sporting events (including practices), particularly those sports that involve contact and/or collisions (FHSA, 2017). The purpose of this study was to investigate (1) concussion management practices employed by coaches, and (2) compare the extent of such practices based on the presence of ATs. Method This study utilized a questionnaire that was developed after a review of the literature and modifying items from Shenouda et al.'s (2012) study. After an expert panel review, minor modifications were made to the survey. Items regarding concussion management practices were asked in the form of 5-point Likert Scale ("never" = 1 to "always" = 5). Among the 540 identified high schools in Florida that had girls' soccer teams, 140 coaches completed the online survey. Concussion management practices were not employed at a great extent during both practice sessions and games. First, during practice sessions, 88.6% of respondents indicated that their players "never" or "rarely" wore head gear, such as soft helmets or headbands (M = 1.44, SD = .76); goal posts were mostly unpadded on the field ("never" or "rarely" = 88.5%; M = 1.45, SD = 1.12); and only a few (22.8%) coaches were "always" or "often" encouraging players to work on neck-strengthening exercises at, or after, practices (M = 2.50, SD = 1.26). While most coaches (93.6%) indicated they "often" or "always" instructed players on proper heading technique (M = 4.61, SD = .65), players were "never" or "rarely" discouraged (67.2%) or banned (89.3%) from heading the ball for safety concerns. Furthermore, 45% of

coaches reported that players were "never" or "rarely" instructed to limit physical contact with other players (M = 2.59, SD = 1.18). Similar results were also reported during games. Most (84.3%) coaches "never" or "rarely" had players wear headgear during games (M = 1.53, SD = .82). Ninety-five percent and 83.6% "rarely" or "never" banned (M = 1.28, SD = .60) or discouraged (M = 1.59, SD = .94) players from heading the ball for safety concerns, respectively. Promisingly, the vast majority (97.8%) of coaches reported that they were instructing players to report any suspected concussion occurring during games (M = 4.86, SD = .55). Finally, the proper inflation of the soccer ball was "always" (78.6%) or "often" (15%) ensured (M = 4.70, SD = .67) during games. The level of concussion management practices employed during practice sessions was positively associated with the presence of ATs. When ATs were present during "all" or "most" practices, goal posts were padded more often compared to when ATs were "never" or "rarely" available at practices (t = 2.777, p = .007). Additionally, coaches were more likely to discourage players from heading the ball (t = 2.039, p = .043) and restrict physical contact with other athletes (t = 4.106, p < .001) when ATs were available at "all" or "most" practices compared to when ATs were "never" or "rarely" present. Discussion. Results of the current study indicate that many high school girls' soccer coaches were not employing a wide range of concussion management practices aimed at reducing and properly managing concussions. Such findings are consistent with Shenouda et al. (2012) who also revealed a low-level of concussion management practices in community youth soccer, including a lack of utilizing headgear, instructing neck-strengthening exercises, and limiting heading. Another finding of the current study suggests that utilizing ATs more frequently during soccer practices is associated with an increase of concussion management practices. Such finding suggests that an increased utilization of ATs may further promote concussion safety practices. Although a greater number of concussions occur during games compared to practices (Daneshvar et al., 2011), ensuring the frequent presence of ATs at practice sessions may further decrease the risk of concussions as well as the improper management of them.

## CAREER DECISION-MAKING PROCESS OF U.S. PARALYMPIANS

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The athlete's career transition model by Wylleman and Levallee (2004) states that the careers of the top athletes are analyzed not only on their athletic performance but also on their overall life and character, both while they compete and post-competition. This also holds true for Paralympic athletes. Based on the

results of previous studies, it was predicted that for Paralympic athletes, factors such as work environment might influence their self-efficacy and outcome predictions associated with their post-competition career success (Itoh, Hums, Arai, & Ogasawara, 2018). Depending on their disability, either the athletes themselves or the company they wish to work for may fail to utilize their abilities, potentially creating barriers and limitations to their assigned job responsibilities. A company may choose not to utilize the abilities of a person with disabilities for three main reasons: (1) a lack of understanding of the scope of the person's talent, (2) a lack of understanding of the potential benefits of hiring the person, and (3) misconceptions about the cost versus the ROI of disability inclusion (Accenture, 2018). However, leading companies that work successfully toward disability inclusion have achieved tangible financial benefits. New research from Accenture (2018), in partnership with Disability: IN and the American Association of People with Disabilities (AAPD), reveals that companies that embrace best practices for employing and supporting more persons with disabilities in their workforce have outperformed their peers. Post-competition career programs are offered to able-bodied athletes (USOC, 2018). On the other hand, when it comes to Paralympians, there is often more uncertainty in terms of their post-competition career development. Paralympians possess the equal "independence" as able-bodied persons, but may face unique challenges when trying to enter the workforce because they have disabilities. The purpose of the study was to clarify the post-competitive career preparation process of Paralympic athletes including their current work status, reasons they chose the careers they did, and any career planning support they received while they were actively competing. The researchers conducted interviews based on Social Cognitive Career Theory (SCCT: Lent et al., 1994) to ascertain factors Paralympians deemed to be highly important when making career decisions. This study relied on in-depth interviews as the primary means of data collection. A phenomenological design utilizes in-depth, exploratory interviews as its primary means of collecting data (Rossman & Rallis, 2003). The researchers conducted semi-structured interviews with 10 (2 men, 8 women) retired former Paralympian athletes from the United States. Each interview took place in one designated time period, with breaks between question sets. The three parts of the interview were (a) personal life history including demographics and career experiences, (b) experiences regarding

retirement from competition and (c) career perceptions and expectations. This study examined the process by which Paralympians made post-competition career decisions when planning for their retirement as an athlete and can assist sport managers with developing programs to aid Paralympians in their post-competition careers. Three main themes emerged from the interviews: (1) Importance of support during the transition period, (2) Perceived high importance of education, and (3) the athletes themselves made the decision when to retire from competition and move on with their post-competition lives. Result 1: Importance of preparing for next career while still competing on the elite international Paralympic level. • Realized athletic careers will end and must prepare for life after sport. • Sometimes did not take full advantage of career planning programs Result 2: The Importance of Education • The importance of education itself (achievement of life skills) • The importance of career education and training including counseling and networking sessions Result 3: The athletes themselves made the decision when to retire from competition and move on with their post-competition lives. • Knew it was time to retire from competition • Also just knew it was time for life after sport. Finding employment can be difficult for people with disabilities generally. Retired Paralympic athletes in this study are no different and faced challenges such as (a) stereotypes about their abilities to be successful in a career or (b) an over-estimation of the costs of making workplace accommodations. This research clarified the current situation of post-competition career support for Paralympians from an academic approach. The investigation made it possible for retired Paralympians to clearly articulate and recognize the challenges of undertaking post-competition careers and what support could help them as they transition out of sport. In order to help with their post-competition career success, Paralympians need an environment where they can concentrate on their elite level international competitions while benefitting from a program where they can seek post-competitive career support. Moreover, it is essential to provide beneficial career information with Paralympians to help address the problems these elite athletes face when entering the job market after they retire from competition.

# GOVERNANCE AND POLICY OF SPORT IN THE GLOBAL SPORT BUSINESS MARKETPLACE

## INSTITUTIONAL LOGICS, ORGANIZATIONAL HYBRIDITY, AND COMPREHENSIVE SPORTS FACILITY DEVELOPMENT PROJECTS

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The construction of arena-anchored development projects has been widely studied in the North American context, examining such projects in terms of economic impacts (Coates & Humphreys, 1999), intangible benefits (Johnson, Grootuis, & Whitehead, 2012; Johnson, Whitehead, Mason, & Walker, 2012), the process of garnering public and political support (Kellison & Mondello, 2014; Sapotichne, 2012), increasing tourism (Mason, Sant, & Misener, 2018) and improving the status of the cities that host them (Mason, Washington, & Buist, 2015). However, this research has tended to compartmentalize the possible benefits (or lack thereof) in terms of the specific fields of research that the academic work is rooted in, or narrowly defined the criteria for evaluating their success. For example, research in tourism has focused on the manner through which public investment in these projects can be justified or explained in terms of leveraging the tourist benefits that might be conferred by the sports and entertainment events that might be hosted in the facilities (Mason et al., 2018), but not examined the impacts that these same facilities have on local residents; meanwhile, economic impact studies have focused on specific measures such as the impacts of facilities on nearby real estate prices and rents (Feng & Humphreys, 2018). The following study emanates from a larger project examining sports facility development, city status, and quality of life in North American cities. As data collection and analysis continues, it has become apparent that the benefits sought in different cities by different stakeholders varies greatly; for example, while some stakeholders are interested in creating or relocating economic activity, others are more interested in the broader impacts that these projects have on the vibrancy of their respective communities. This would suggest that, although cities may be engaging in similar arena development projects, they are done so for vastly different reasons and justified differently amongst stakeholders within the cities themselves. In the management literature, the notion of institutional logics has emerged to help to understand the kinds of pressures that organizations face in their operations (Thornton & Ocasio, 1999). Within this line of work, the concept of organizational hybridity has developed, which explains the behaviors, successes, and failures of organizations that face multiple logics (Battalina,

Sengul, Pache, & Model, 2014). In the case of arena development, cities must decide to engage in, finance, and evaluate projects in terms of varying logics surrounding economic and intangible benefits, tourism development, civic status, and the quality of life; to this point, research has focused on these elements discretely. Thus, cities that build arenas and surrounding housing, retail, and commercial space may be simultaneously pressured to create jobs, promote tourism, provide entertainment amenities for local residents, and/or improve the status of cities in comparison to other cities with similar amenities. The purpose of this paper is to examine the different institutional logics that affect cities that decide to build arena projects and the manner through which various stakeholders in these cities respond to the pressures that conflicting and overlapping logics present. To do so, data from two cities that have built comprehensive, arena-anchored development projects, Columbus, Ohio (Arena District), and Detroit, Michigan (District Detroit), are examined. Data were collected through two sources; media coverage of the projects in both cities, and interviews with key stakeholders in both cities who were/are charged with designing, operating, and planning the broader development surrounding the facility, and/or are impacted (or have constituents impacted by) the development. Site visits were undertaken to Detroit in November 2018 and Columbus in February 2019. Interviews were undertaken with 23 different stakeholders (10 in Detroit and 13 in Columbus). Data analysis is ongoing, so results cannot be provided here. However, results will reveal the kinds of different, at times competing, pressures city stakeholders face as they decide to earmark resources to construct and leverage arena-anchored urban development projects. In doing so, findings should provide important insights into what city stakeholders feel these projects should be achieving, how they are evaluated, and what outcomes are prioritized in specific cities.

## HYPERANDROGENISM AND THE IAAF GENDER VERIFICATION REGULATIONS: ARE THEY REALLY DESIGNED TO “ENSURE FAIR AND MEANINGFUL COMPETITION”?

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In April 2018, the International Association of Athletics Federation (IAAF) Council approved regulations addressing the “Eligibility Regulations for the Female Classification (Athletes with Differences of Sex



Development) to compete in certain track events. In passing the new regulations, which attempt to establish a framework for the determination of the eligibility of females with hyperandrogenism to participate in International competitions in the female category, the IAAF claims that they are simply leveling the playing field by addressing the “advantage” these female athletes have because of their high androgen levels. While the IAAF and its’ President Sebastian Coe argue “that no individual athlete has been targeted in the creation of the regulations, which were scheduled to go into effect November 2018, it is difficult to believe that the IAAF’s new regulations were not written specifically to bar South African runner Caster Semenya. The IAAF’s claim that the new regulations do not target Semenya are especially difficult to believe when you consider the fact that the regulations only cover a few events. In particular, the only events covered under the new regulations are the “400 m races, 400 m hurdles races, 800 m races, 1500 m races, one mile races, and all other Track Events over distances between 400 m and one mile (inclusive), whether run alone or as part of a relay event or a Combined Event.” In an attempt to examine the fairness and legality of the IAAF’s proposed new eligibility regulations for the female athletes, this presentation begins by looking at past attempts by the IAAF and the International Olympic Committee (IOC) to adopt regulations governing the eligibility of females with Hyperandrogenism. Hyperandrogenism is a common endocrine disorder resulting in an excess amount of androgen (such as testosterone) that occurs in 5% to 10% of women. Next, the presentation examines the impact these attempts to prevent females with Hyperandrogenism from competing in international track events have had on two particular athletes. In the first case, the IAAF and the Athletics Federation of India (AFI) attempted to bar Indian sprinter Dutee Chand from competition. In 2014, Chand won two gold medals at Asian Junior Athletics Championships in 200 meters and 4 x 400 m relays. Chand, however, was prevented from competing in the 2014 Commonwealth Games and 2014 Asian Games by the AFI after it ruled that she was ineligible to compete as a female athlete, because of Chand’s hyperandrogenism. The AFI’s decision was based on the IAAF policy on hyperandrogenism. Chand challenged the decision by the AFI at the Court of Arbitration for Sport (CAS). In ruling in favor of Chand and against the AFI and IAAF, CAS found that there was no evidence to support the conclusion that testosterone increased female athletic performance. As a result, CAS gave the IAAF that it had two years to provide the evidence. The second case involves South African runner Caster Semenya. Semenya burst on the international stage in 2009 when she won the World Championship in the 800m in Berlin. After the race, Semenya was subject to gender testing which held her out of competition until 2010. Because of Semenya’s success on the track, the IAAF sought to pass a regulation prohibited women

from competing as women if they have hyperandrogenism, on the ground that the condition could confer an unfair advantage. The rule, which was struck down in the Chand case would have forced Semenya and other women with hyperandrogenism to compete in the male category if their performance qualifies. If the women wanted to compete against other women, they would have had to take medication to lower their testosterone levels or undergo a surgical procedure. The presentation concludes by examining the IAAF’s new eligibility regulations for the female athletes and asks whether they are really necessary or whether they are discriminatory and violate the IAAF’s stated goal of “ensur[ing] that success is determined by talent, dedication, hard work, and the other values and characteristics that the sport embodies and celebrates.” In particular, the presentation examines whether there are other factors besides testosterone that may also provide athletes a competitive advantage.

## **PUBLIC POLICY MUNICIPAL SPORTS CASE STUDY: (COLOMBIA)**

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The Municipality of La Ceja del Tambo (Colombia) is projected as a sport and economic power. In recent years, this municipality has occupied notorious sports results in the State Games, which have ranged between the eleventh and fifth place, in addition to this, it has been investing significantly in sports infrastructure and it is configured in the regional environment, as an example of local sports development. Despite this, the municipality does not currently have information that allows characterizing a Sport Policy. Methodologically the project is approached from the perspective of Case Study, qualitative methods allow to measure and record the behavior of the people involved in the phenomenon studied, while methods only focus on verbal information obtained through surveys (Yin, 1989). For this study, the data were obtained from a variety of sources, both qualitative and quantitative; that is, application of surveys, and analysis of documents, photographic material and direct interviews. This cross-section-study (sequential design), supported as proposed by Creswell (2009–2016) in two different interactive phases. The design begins with the collection and analysis of quantitative data through a survey applied to a sample of 381 subjects from a universe of 51,445 inhabitants of the municipality, whose purpose is to generalize the characteristics of a population so that inferences can be made about some attitudes or behaviors of this population (Babbie, 1990). The qualitative data are then collected and analyzed, through interviews and focus groups applied to the leaders of 30 sports clubs. In this phase, the qualitative results help to explain the

initial quantitative results, which allow, describe and explore local sports development information. Subsequently, a photographic record and a technical file are kept for the characterization of the sports facilities of the municipality. For the analysis and presentation of this information, the Excel 2013 program was used (v15.0) and then the SPSS program, version 24, with Descriptive Statistics using the Mean and the Typical Deviation. The theoretical support is based on the concepts of local development and more specifically, from the concept of local sports development exposed by (Gutiérrez, 2015), trying to visualize a scenario in which is said that a municipality can deploy capacities that enhance it in the region, both in sports and in its social dynamics. Until this end, it has proposed the following objectives: Analyze the factors that allow the exercise of citizens' right to sport and recreation; considering the sustainability of the sports infrastructure, looking for the relations between supply and demand in terms of sports preferences of the population and the supply of infrastructure, and the proposal of public policy guidelines for sports development in the municipality mentioned. One of the most relevant results of this study is the high prevalence of sedentary lifestyle of the population (41.2%), which constitutes a high risk factor for the increase of morbidity and mortality rates and impact on municipal public health. This factor is largely associated with the low knowledge that the population has of both the municipal offer and that offered by the clubs (49.9% of the surveyed population does not use the municipal services). In the same way, it is evident that there is an imbalance between the type of existing equipment (quality, quantity and type of facilities) with reference to the demands of the population. There is little diversification of these facilities with respect to the needs expressed by the residents of the different areas of the municipality, both urban and rural. The sporting scenarios most in demand by the population are outdoor gyms (24.3%), scenarios for people with disabilities (15.3%), recreational parks (14.6%) and public pools (13%). These options show in the population intensions on collective and inclusive scenarios, and highlight the importance of sport as a social right and a responsibility of all. The public space is valued as a great scenario for the use of free time, and the practice of sports and physical activity. When comparing this study with the one developed by Mesa, Arboleda, Gaviria, & Others (2016), it is fully coincident in the administrative weakness of the clubs. The study shows significant coincidences with the research carried out by Gutiérrez, & Others (2000, 2013), which highlights the need of the construction of a participatory model (stakeholder game), both for the planning of the club actions and as for citizen oversight. In this comparison, the underutilization of the scenarios due to insecurity factors is also notorious, an aspect that for the case of this research is valued by 54.5% of the population. It presents similarity in terms of the

deficiency of recreational equipment with respect to the correlational study developed by (Molina B & Franco, 2006) whose objective was to relate the distribution of cultural facilities with the demands of the population. In this case, recreational facilities, parks and outdoor gyms are also the most demanded facilities by the population of the Municipality of La Ceja. The study also shows similarities with that of García (2012), which sought to validate a strategy for the development of community sports development plans, highlighting the need for planning at the municipal level.

## MANAGEMENT IMPLICATIONS IN THE AXIOLOGY OF THE JUDGING IN RHYTHMIC GYMNASTICS. CASE STUDY

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The axiology in the sport judging is a fundamental aspect in the development of the judge's performance in the sport world; it is connected with the sport policies of the organizations particularly those that focused on the profile, training and the performance values. In the MINEPS VI Kazan action plan there is a specific action that looks at protecting the integrity of sport and there are two areas that refers to foster good governance of sports organizations and to strengthen measures against the manipulation of sports competitions. This study was focused on the axiology of sport judging in rhythmic gymnastics in Venezuela, looking at axiology as the ethical component in the judgement assessment, and understanding it as the starting point for justice or fair play that should characterize the sport scenario. This research was motivated by the expectations the researchers have in the assessment of the sport judging in rhythmic gymnastics, the duality of roles (judge – coach) and how the sport organizations approach those aspects related with the judges' training and performance. It did not start as a research oriented towards sport management, nevertheless the results suggest implications to sport managers. The sport judge or referee is an important component of the sport structure, their presence is essential in the sense that their absence could detract the competitive character (Guillen, 2003). In this research, we work with elite athletes whose performance is expected to be properly evaluated by a qualified judge. However, the judge does not only value the athlete per se, but the coaches' work, the organization development and even the country performance in a sport. Therefore, judges should be the guarantee of transparency and fair evaluation of the athlete's performance. The questions arise in terms of the inconsistencies and concerns that have been raise in relationship with the subjective component of the judging and whether it is an aspect

that is related with training or policies in place that regulate the sport. There are many examples in the world of sport, e.g., in some matches at the FIFA world cup 2014, and in other sports (e.g., Paiva, 2013) as well as in rhythmic gymnastics (Busbee, 2017). Several studies have looked at the judge's performance but mostly from different perspectives: competences for judges (Guardo, 2013); training (Betancort, 1999; López de D'Amico, 2001), instrument to assess judges' performance (Bobo, 2001), but not much analysis has been done towards the implications for the management of the sport. The theoretical framework is based on Roger Humanistic theory and Kohlberg's moral development theory. The methodology was based on hermeneutic phenomenology. Interviews were conducted to national and international judges, elite gymnast, a coach and an administrator, all of them working at elite level. The findings included various considerations particularly a theoretical model for the axiology of judging in rhythmic gymnastics (Canelón, 2018), but for the purpose of this paper, it is highlighted that the results indicated that there are implications towards the sport managers in the organizations. It was observed that more inclusion needs to be practiced to incorporate more people to be trained in the judging courses, consideration has to be given to the diverse roles the members of the organizations have in their annual membership and clear policies need to be applied for the judging process in competitions at all levels.

### **“HERE’S HOW YOU CAN HELP ME”: MENTORING PRACTICES FOR FEMALE LEADERSHIP DEVELOPMENT IN THE NATIONAL BASKETBALL ASSOCIATION (NBA)**

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The underrepresentation of women in leadership positions in sport is evident internationally and in the United States (U.S.), including collegiate sport (Acosta & Carpenter, 2014; Geeraert, Alm, & Groll, 2014; Henry & Robinson, 2010; Pfister & Radtke, 2009; Smith & Wrynn, 2013). The International Olympic Committee (IOC) has never elected a female president (“Who We Are”, 2017); and in the National Olympic Committees (NOCs), men are still dominating (Adriaanse, 2016). Therefore, there is a global concern for women underrepresentation in traditionally male-dominated professions, particularly within upper management ranks (Acosta & Carpenter, 2014; Burton, 2015; Carli & Eagly, 2001; Eagly & Carli, 2007). A possible strategy for addressing the problem could be effective mentoring. Globally, research on mentoring in sport remains scarce (Carter & Hart, 2010); therefore, this study seeks to contribute to the scholarly literature and

understanding of the relationship between mentoring and leadership development for female executives in the context of the National Basketball Association (NBA). In investigating the relationship between mentoring and leadership development for female executives, one of the most significant bodies of research best able to inform this study is the one related to the specific components of mentoring. More than 3 decades ago, Kram (1985) concluded that two key categories identify the ways in which mentors help mentees: (1) career development and (2) psychological support. In the theory that originated from Kram's (1985) empirical work, career development functions may include sponsorship, exposure and visibility, coaching, protection, and challenging assignments. Kram's (1985) mentor role theory also identified psychosocial mentoring functions. The psychosocial support from the mentor may include role-modeling, acceptance and confirmation, counseling, and friendship. This study was guided by the following research question: What role does mentoring play in leadership development for female upper managers in the NBA? The research design for this study was qualitative in nature. The qualitative approach has been recommended for areas where there is little research and for empowering individuals to share their stories (Creswell, 2013). In particular, a phenomenological approach was used to understand the mentoring experience of NBA female upper managers and to reflect on their meanings (Patton, 2002). Phenomenology explores lived experiences, from which underlying patterns and structures of meaning may be drawn (van Manen, 2016). The NBA was chosen because it is globally regarded as a male leader dominated setting. Lapchick (2016) reported the lowest grade, “F” (a grade assigned to any position in which women comprise less than 22% of the available positions), for NBA teams regarding the presence of women in such positions as CEO, president and vice president. For the purpose of this study, an “upper manager” was defined as a woman who has risen to a top management or leadership position within her team. More specifically, an upper manager is either a head of a team's unit or a functional executive. Ten individuals, in-depth semi-structured interviews with open-ended questions were conducted. The audio files from the interviews were transcribed verbatim. Each transcript labeled with a pseudonym was read by the researcher for a general sense of the message contained in it and to identify key issues related to mentoring and leadership. A list of a priori codes based on the theoretical framework were used. Since a pre-set of codes was used, it was not necessary to build a code map. The interviews were systematically analyzed paying attention to details about career functions and psychosocial support. Four dominant themes emerged: (a) career functions, (b) psychosocial support, (c) the power of organizational socialization, and (d) gender of the mentor. Results, Discussion and Implications. The

results of this study show that the most cited function in leadership development by far was coaching, followed almost equally by sponsorship, exposure and visibility, challenging assignment, and protection. While learning new tasks and how to perform successfully on the job, participants shared that it is very important to rely on someone who is able to tell you what you can improve. In addition, counseling was very important, followed by acceptance and confirmation, and role modeling. Through counseling, mentees can talk openly about their concerns, and the mentor can help resolve problems through personal experience, feedback, and active listening. Organizational socialization also emerged as very important factor in developing leaders within the organization. Indeed, men and women bring many different perspectives and approaches into the workplace. In order to move forward, both need to speak the same language and understand the different perspectives and embrace them. Those differences must be communicated properly. Mostly, these findings indicated a need for a mentoring education on the power of organizational socialization and on supporting each other to move forward. Lastly, gender is somehow a factor in the way these leaders developed or develop others. Looking at the data through the lens of the gender of the mentors, the findings suggest that female managers with only male mentors more often referred to coaching, exposure, and visibility as the main mentoring factors for developing leadership. On the other hand, results indicated that female managers who had only female mentors relied more on role-modeling and counseling as important mentoring functions in leadership development. Participants who had both female and male mentors identified coaching and counseling as the main mentoring functions that enable leadership development. Mentoring for women has been posited as an important tool and a professional development opportunity to support career advancement (Bower, 2012; Bower & Hums, 2009; Henry & Robinson, 2010). The findings of this study confirm that women perceive mentoring as a pivotal factor in their careers. Coaching and counseling were the two most important functions in developing a leader. Female managers who had both female and male mentors experienced both functions in their leadership development. Human resource managers can use these findings to promote a holistic approach to mentoring that may be strategic in terms of talent identification, talent management, talent retention, and leadership development.

## LIMITATIONS FOR INTERSETORIALITY IN THE MANAGEMENT OF MUNICIPAL SPORT

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Intersectoriality emerges as a contemporary political aspect that articulates several sectors, seeking to solve problems and reduce inequalities, whose focus is on the exchange of knowledge that seek to construct new ways of planning, implementing and evaluating public policies in a collective and democratic way. Population: Citizens appear as the center of the process for possible solutions to social problems (Silva, 2012). Its main objective is social development through articulations of knowledge and experiences among the various sectors, institutions and population. These dialogues have relations with planning, execution and evaluation of public policies, in order to better develop these policies for society and promote social inclusion in order to overcome the fragmentation of these two spheres and reverse the scenario of exclusion in social policies (Junqueira & Inojosa, 1997; Junqueira, Inojosa & Komatsu, 1997). Andrade (2006) describes that she emerged from the private sector from her contributions. Regarding public management, it was in the health area that it began and expanded to the other organs. The trajectory of the intersectoriality occurred with the researchers' concern to perceive the factors that influenced the health of the population as food, transportation, work, food, among others. Junqueira and Inojosa (1997) affirm that it was from the health sector that the intersectoriality transcended, in which it welcomed and concentrated the beginning of the discussions, indicating that the identified problems have to assume a wider space and not be solved in a sectoral way. In Brazil, it was from the creation of the SUS (Sistema Único de Saúde) that the intersectoriality gained prominence, since it enabled the disruption of fragmented policies and legitimating changes in the state in its work recognizing health as a right to all citizens (Andrade, 2006). In the area of sport and leisure, intersectoriality has recently gained emphasis as a management strategy when articulating between the Ministry of Sports (ME) and the Ministry of Justice through the Programs for Sport and Leisure in the City (PELC) and the National Security Program (PRONASCI) and at the National Sports Conferences (CNE) when it was mentioned (Bonalume, 2010). It was from the National Conference, through the final document, predicting the creation of the National Sports System, that the proposals for sports and leisure politics were outlined. These aim to unify the sector in the country and propose principles of social inclusion, recognizing sport as a social right. In view of this, the National Conference presents guidelines for participatory

management, decentralization, democratization and universal access. This document directs to intersectorality without having clearly gathered its conception (Moreira, Gonçalves, & Kauchakje, 2016). The present study aimed to verify intersectorality actions in the municipalities belonging to the Ourinhos microregion, in the state of São Paulo. A qualitative research was conducted through a semi-structured interview with the participation of 12 sports managers. Our results revealed that five managers affirmed that there were no intersectoral actions involving sports and other secretariats. Three of the managers stated that there are intersectoral actions in the areas of social action, health and education, but they do not detail how these actions that are characteristic of intersectorality happen, evidencing that there is no joint planning. They also state that meetings are seldom held, and when they do, focus on operational issues or the holding of events, leaving no room for discussion of plans and actions. Six of the managers interviewed mentioned partnerships with the sectors responsible for the management of Culture, Education, Health and Social Welfare. However, although they state the existence of these partnerships, it is difficult to understand how they were established, since the dialogue between the managers involved is not frequent. Even considering that in some cases the managers claim to have meetings, it did not seem to us that with these meetings, quite punctual, they signal to the intersectorality. According to Bonalume (2011), the intersectorality in the public policies of sports and leisure faces many limitations for their implementation in practice, since they are still in most cases still selective, fragmented, sectoralized, excluding, developed in forms of assistance, such as agreements and favors. Municipal managers play a key role in the development of intersectorality, since their actions should guide the institutional setting in order to enhance the interaction and interaction between managers, professionals and the population (Mendes, Bógus & Akerman, 2004). However, what happens in practice and in reality are fragmented actions with sectoral characteristics and conceptual and political fragility, as well as the low cooperation between municipal institutions and the disputes of a political power, which result in minimal intersectoral articulation between the Union, the States and municipalities (Bonalume, 2010; Silva et al., 2012; Amaral & Costa, 2012; Venturim, Borges, & Silva, 2013; Silva, Santos, & Ávila, 2013; Silva, 2012; Santos, 2013). Already Borges et al. (2009) investigated the public policies of sports and leisure in the State of Espírito Santo with the municipal sports managers of 38 municipalities, verified that there is no intersectoral action in said areas, and that the policies implemented by them and by the official body itself of the state are characterized as contingent and non-consolidated policies. When investigating the public management of sports and leisure in 13 municipalities of Grande Belo

Horizonte, Linhales et al. (2008) concluded that the intersectorality is understood by the managers as an exchange of favors between the secretariats and not as actions that aim at the exchange of knowledge and experiences aiming at the integration of actions and the focus on the citizen. The possible encounters revealed translated a lot more operational logic in which each secretary sought to see what each had to offer in relation to possible actions. In other words, the sport is configured in a utilitarian dimension. Thus, what we can observe is that these actions happen through the accomplishment of punctual events, in a unified form, which is not enough to characterize the intersectorality. We can thus conclude that there is no intersectorality in the management of sports in the cities surveyed.

### **FORMULACIÓN DE POLÍTICAS Y PROYECTOS DE FORMACIÓN DEPORTIVA EN LA POBLACIÓN AFROCOLOMBIANA (FORMULATION OF SPORT TRAINING POLICIES AND PROJECTS IN THE AFRO-COLOMBIAN POPULATION)**

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Este proyecto se realiza en convenio entre COLDEPORTES que es ente rector del deporte en Colombia y la Universidad Distrital, con la colaboración de 21 líderes de departamentos se hace posible la ejecución del proyecto. El deporte está inmerso en todos los aspectos sociales y culturales de nuestro país. Más allá de esto, bien podría establecerse como un agente convergente y generador de vínculos de convivencia en cada sector habitado de Colombia, constituyéndose así como un factor importante para la inclusión social y el reconocimiento cultural de los diferentes sectores poblacionales. Actualmente, en Colombia el deporte no llega de forma eficiente a las poblaciones multiculturales destacadas del país, a pesar de ser un país pluriétnico en donde conviven principalmente cuatro poblaciones: la población indígena, la población raizal del Archipiélago de San Andrés, Providencia y Santa Catalina, la población negra o afrocolombiana y la población gitana. El deporte como tema integrador, en muchas ocasiones tiene limitantes de tipo económico o de interés gubernativo. Ellas impiden que la calidad de vida a través de la actividad física llegue a todos los rincones del país de forma sólida y con las herramientas necesarias para la intervención transversal de este, en los temas básicos a nivel social. En este orden de ideas y teniendo en cuenta la importancia e historia que reviste el tema deportivo en nuestro contexto y la imperiosa necesidad de integrar a todas las comunidades en torno a la actividad física como generadora de lazos sociales y de inclusión.

1) METODOLOGÍA/MÉTODOS/MUESTRA/DISEÑO/PROCEDIMIENTOS La investigación se realizó por



muestreo, tiene que ver con la estimación de valores de la distribución de una serie de variables en la población para la caracterización y diagnóstico de las comunidades Negras para la formulación de políticas y proyectos de formación deportiva, con una muestra de 500 encuestas para cada departamento. La información se recogió en campo, de esta se debieron entregar los soportes en físico y en medio magnético. Una vez realizada la validación se procedió a la depuración y filtrado de la información suministrada, para finalmente realizar el análisis descriptivo de la información y posterior construcción de conclusiones, tendencias e indicadores que apuntaban a la caracterización de las comunidades en su actividad deportiva. II) PRINCIPALES RESULTADOS o HALLAZGOS El desarrollo del presente diagnóstico evidenció las principales problemáticas de la población afrocolombiana raizal y palenquera, en torno al tema deportivo, a partir del mismo podemos concluir que:

- Los pocos proyectos o programas deportivos para la generalidad de la población no tienen la cobertura suficiente y en la mayoría de los casos no llegan a los sectores más apartados.
- Los entes gubernamentales ejecutores de las políticas públicas no han realizado un sondeo o disertación con la comunidad acerca de sus necesidades y expectativas
- La inversión en materia de políticas públicas en torno al deporte es inferior a las necesidades de la población. Por esta razón se presentan problemáticas evidenciadas en la mayoría de actores intervenidos, tales como falta de cobertura y difusión de los programas existentes.
- Potenciar el uso de los escenarios deportivos, en especial a niños y adolescentes, de manera tal que se desarrollen habilidades en deporte y cultura de la práctica como estilo de vida.
- Es necesario generar un control permanente de las poblaciones Afrodescendientes en relación a sus hábitos y necesidades deportivas.
- Se encuentra la necesidad de generar un Modelo de Gestión Nacional del deporte en Colombia, que permita hacer un seguimiento continuo del desarrollo deportivo del país en las poblaciones estudiadas. Como resultado de la implementación de las políticas de fomento, educación, comunicación y manutención es necesario trabajar en el posicionamiento y liderazgo deportivo en las comunidades Negras en todas las regiones del país.

## TRIATHLON NATIONAL FEDERATIONS' INSTITUTIONAL LOGICS

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National Sport Federations (NFs) govern their sport in their respective countries. In developing and promoting their sport at the national level. These organizations deal with a varied set of stakeholders and are subject to different pressures from the field where they operate. This study draws on institutional logics, which are sets of principles that guide organizations on how

to interpret organizational life and validate appropriate behavior. While institutional logics have been widely studied in general management, research using sport organizations is scarce. Moreover, most mainstream management studies compare two institutional logics and the government institutional pressures have been absent. This study aims to identify the presence of institutional logics in triathlon's NFs field. The research took a comparative case study approach to investigate Australian and Portuguese triathlon federations institutional field logics, by conducting 29 semi-structured interviews with Government officials, and NFs' board and staff members. Interview data were complemented with an examination of NFs annual reports and policy documents (1998-2016). Over time, both case studies presented the same three institutional logics: (1) commercial logic, (2) government logics and (3) social logic. However, they also presented different institutional logic dimensions, conflicts and settlements. Theory and practice implications are outlined.

## EL DEPORTE, LA RECREACIÓN, LA ACTIVIDAD FÍSICA Y EL APROVECHAMIENTO DEL TIEMPO LIBRE – UNA MIRADA AL DEPORTE SOCIAL COMUNITARIO EN EL DEPARTAMENTO DEL META – COLOMBIA (SPORT, RECREATION, PHYSICAL ACTIVITY, AND THE USE OF FREE TIME – A LOOK AT THE SPORT SOCIAL COMMUNITY OF THE META DEPARTMENT)

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"Según la Ley 181 de 1195, en el título IV, Capítulo I, habla del concepto de Deporte Social Comunitario, en el cual resalta el Deporte y la Recreación como ejes transversales del sano esparcimiento y el mejoramiento de la Calidad de Vida de sus habitantes Según Ricardo Duarte Bajaña, en su tesis central de esta reflexión teórica consiste en que el deporte social comunitario es un proceso diferente y de más trascendencia que el deporte moderno, en tanto que se fundamenta y operativiza en la construcción colectiva y constante de tejido comunitario y usa como herramienta el deporte y las transformaciones En el objetivo general del Plan decenal del deporte la recreación y la actividad Física 2009–2019 propone: "Contribuir al desarrollo humano, la convivencia y La paz en Colombia garantizando el derecho al deporte, la recreación, la actividad física y el aprovechamiento del tiempo libre como derechos fundamentales en Criterios de equidad e inclusión en el marco de las políticas sociales del país" "Con el ánimo de mejorar los diferentes procesos que se llevan a cabo en el país, para desarrollo de infraestructura deportiva y recreativa, así como para su financiación, es necesario aprovechar la

coyuntura que se presenta actualmente al ser otorgadas facultades extraordinarias al señor presidente de la república, para introducir modificaciones a la ley general del deporte. La anterior circunstancia viabiliza y facilita estructurar de manera ágil contundente una normatividad que ayude a controlar efectivamente la gestión, el desarrollo y operación de proyectos de infraestructura social Plan Decenal del deporte, la recreación, la educación física y la actividad física, para el desarrollo humano, la convivencia y la paz 2009–2019, República de Colombia Ministerio de cultura, Instituto Colombiano del deporte Coldeportes. “Coldeportes Nacional enmarca en su objetivo General de la Política Publica del Deporte, La Recreación, la actividad Física y el Aprovechamiento del Tiempo Libre hacia un territorio de Paz 2018–2028, es orientar las acciones del sistema Nacional del Deporte, para generar desarrollo humano, con capacidad y asistencia técnica, con enfoque diferencial, así como garantizar las condiciones institucionales y de infraestructura para consecución y sostenibilidad de altos logros. En sus Objetivos específicos en el numeral uno, enuncia aumentar la participación, el fortalecimiento de programas y accesibilidad al deporte, la recreación, actividad física y el aprovechamiento del tiempo libre con enfoque diferencial territorial” INTRODUCCIÓN El Deporte, la Recreación, La Actividad Física y el Aprovechamiento del Tiempo Libre, son fundamentales en el Desarrollo de una Población, los gobiernos en sus planes de desarrollo plantean varias temáticas dirigidas a mejorar: Programas Deportivos, Organismos Deportivos, Formación Deportiva e Infraestructura Deportiva y Recreativa. Siendo estas propuestas centralizadas en las capitales y centros deportivos exclusivos para un grupo de deportistas de alto rendimiento, desconociendo las poblaciones más Vulnerables y de pocas alternativas y programas del deporte y la recreación. En el pensamiento de los Institutos Departamentales del Deporte y la Recreación, está enfocado únicamente el apoyo y acompañamiento a los altos logros. El deporte y la recreación social comunitaria no son objetivos fundamentales, en las cuales son necesarias para la diversión, participación social e integración del núcleo Familiar. La Propuesta es iniciar con un proyecto de acompañamiento y asesoría con profesionales idóneos en cada una de las temáticas: La Gestión y Administración del Deporte Municipal, Centros de Desarrollo Deportivo, estrategias del Deporte Social Comunitario, Pautas de Mantenimiento, Sostenibilidad y Seguridad de Instalaciones Deportivas y Constitución de Organismos Deportivos en los Municipios más Vulnerables del Departamento del Meta en los pobladores de las Juntas de Acción Comunal, de cada Municipio, Veredas y Corregimientos. El deporte es “una escuela ideal para la vida” las habilidades que se aprenden a través del juego, la educación física y el deporte son fundamentales para el pleno desarrollo de

los jóvenes, estas habilidades, tales como la cooperación, y la confianza, son esenciales para la cohesión social y se mantiene a lo largo de toda la vida adulta. Por todo lo anterior enunciado desde la normatividad y acciones enmarcadas en la ley del deporte, plan decenal del deporte, Política Pública Nacional del Deporte. Nuestro proyecto de Investigación va dirigido a la población de los Municipios del Departamento del Meta (Sector Educativo, Dirigencia Deportiva, Juntas de Acción Comunal, Población en Postconflicto, Organizaciones Deportivas) en la cual contribuirá al desarrollo integral de los habitantes de esta región de los Llanos Orientales. Este proyecto tiene un componente investigativo de Acción Participativa, en la cual interviene en los problemas sociales que busca conocimientos derivados por una investigación que contribuya a la transformación social. La población objeto de esta investigación son los pobladores de los Municipios, Veredas y Corregimientos del Departamento del Meta PALABRAS CLAVES: Organismos Deportivos, Gestión, Deporte Social Comunitario, Sostenibilidad, Mantenimiento, Seguridad, Deporte, Recreación.

#### **CORPORATE SOCIAL RESPONSIBILITY (CSR) THROUGH THE LENS OF INSTITUTIONAL COMMUNICATION (IC): A COMPARISON BETWEEN MALE BASKETBALL LEAGUES IN BRAZIL AND ITALY**

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Corporate Social Responsibility (CSR) has become increasingly significant for sport organization because of the unique role of sport in society and the increased recognition of the ability for sport to address social issues (Filizöz & Fisne, 2011). Business and society are interwoven rather than distinct entities because firms do not operate in a close system, secluded from society (Porter & Kramer, 2002). Several scholars agreed that nowadays many sport organization’s websites reveal a certain level of participation in some form of societal and community outreach (Walker & Parent, 2010). Smith and Westerbeek (2009) stated that popularity and global reach of sport could ensure that sport CSR has mass media distribution and communication power. As the sport industry has been steadily growing into a today’s multi-billion dollars, multi-dimensional industry, it is important to look at how sport organizations implement and develop their Institutional Communication (IC) in regards to CSR. The purpose of this research is to examine the ways in which Brazil and Italy professional sports clubs participating in the Liga Nacional de Basquete and Lega Basket Serie A implement and communicate their CSR policies. In addition, this research aims to identify similarities and differences between IC and CSR

practices in the two countries. Theoretical Background. According to Kunsch (2003), the strategic management of communication in business organizations is essential for identifying companies' stakeholders. In fact, IC should be seen as a process directly related to the strategic management of organizations (Kunsch, 2003). The IC allows us to understand organizational communication far beyond the merely transmission of information and media production. In addition, IC sets the standard for a diverse way to deliver concepts and practices at the same time to fans, investors, media and community (Kunsch, 2003). When using IC as a lens to look at how sport organizations communicate, CSR assumes a relevant role. Several different issues regarding CSR have been already investigated in sport: internal and external drivers of CSR, priorities of professional teams regarding CSR, sustainability motives, executives' perception of CSR (Babiak, 2010; Babiak & Trendafilova, 2011; Babiak & Wolfe, 2009; Sheth & Babiak, 2010). Moreover, in early 2015, the European Club Association (ECA) that brings together more than 210 associations of the Old Continent, published a list of best management practices for European clubs: the ECA Club Management Guide (ECA, 2015). In this document, the European football clubs have taken as a basic premise that their organizational strategies should be divided into three major components: sport, business and community. Within sports communication, IC and CSR play a pivotal role in bringing together these components and giving a sense of direction for the management. Methodology. Our research drew on secondary data and websites source data from 14 teams participating in the Liga Nacional de Basquete (Brazil) and 16 teams participating in the Lega Basket Serie A (Italy). We conducted an extensive website analysis of the various aspects of organizational IC and CSR activities for all 30 teams. We examined all the documents and information available in their websites, such as financial reports, social responsibility reports, management reporting and strategic planning, among others. This type of data collection has been previously documented as an appropriate method to examine the communication of CSR programs (Babiak & Trendafilova, 2011). The data collection has taken place over February 2019. The protocol used for data collection has been a combination of a previously one used for analyzing IC and CSR for soccer teams in Brazil (Rocco Jr, 2016) and another one used to analyze CSR for soccer teams in Italy (Picariello & Trendafilova, 2013). From this initial inquiry, it should be possible to describe and draw inferences about Brazilian and Italian professional sport organizations regarding IC and their involvement in CSR activities. The analysis of Brazilian and Italian's web sites reveals that Italian basketball clubs present a more structured IC than the Brazilian counterparts. When we analyzed the strategic principles – mission, vision and values – four of the fourteen Brazilian teams clearly present their mission; in Italy this ratio is higher: ten of

the 16 clubs presented their mission in an objective way. A more developed IC of the Italian teams is clear in the presentation of their organizational structure: only one team from Italy – Venezia – does not present any information on the specific subject. In Brazil, only one team – Flamengo – presents complete information about its organizational structure. Regarding CSR initiatives, both countries appear to be on the same level. Half of the Italian and Brazilian teams under study present some form of direct actions that involve and benefit the community. Whether in the form of CSR initiatives or charity donations, it seems that Brazilian and Italian basketball teams target their giving and outreach toward the populations in and around their respective communities. Thus, their communication and CSR efforts tend to be very much directed locally. This aspect confirms previous studies (Picariello & Trendafilova, 2013; Walker & Parent, 2010). From the organizational structure point of view, Brazilian clubs seem to be more dedicated to CSR. Six Brazilian basketball teams present a specific department or project to manage CSR initiatives. In Italy, only four team claim to have a specific organizational structure dedicated to CSR programs. Regarding the IC, the picture is reversed in favor of the Italian teams. Eleven of the sixteen associations that compete for the Italian Basketball League have a specific department of communication. In Brazil, only four of the fourteen teams have a specific department of communication. In addition to all that has already been mentioned, it is important to note that in Brazil, two teams do not provide official websites. In conclusion, this exploratory study highlight that IC is becoming a concern for professional sport organizations in the two countries. In addition, regarding CSR, this study shed lights on the initiatives but also on the needs for basketball teams in Brazil and Italy to involve more resources and a more structured communication.

## THE GOVERNANCE OF CO-HOSTED SPORT EVENTS AND THE IMPACTS FOR THE SOCIETY

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In the academic discourse of sport events we see a shift from ex-ante studies on the economic impacts of sport events to a closer analysis of social impacts (e.g., Heere et al., 2013), sport event legacy (e.g., Preuss, 2018), and greater (social) sustainability of sport events (e.g., Smith, 2009). In view of society's changing expectations for more sustainability also in sports (e.g., Babiak & Trendafilova, 2011), greater consideration of social concerns (e.g., Walzel et al., 2018), and an increasingly critical analysis of sport events (e.g., Langer et al., 2017). Considering the increasing number of co-hosted sport events in the recent years this research addresses the following central research questions: To what extent can co-hosted sports events generate a greater



added value for the society at large in compare to single hosted sport events? The theoretical foundation of this study lies within the Social Exchange Theory (SET). The body of literature regarding co-hosted sport events is limited to two sporting events, which has been the subject of sport management research so far. Heere et al. (2012) as well as Horne and Manzenreiter (2004) were the first ones who analyzed the FIFA WC 2002. Kristiansen et al. (2016) chose the EYOF in 2015 for their study. Considering the existing studies of these two events almost no knowledge exists about the benefits, drivers, motives, costs, challenges, and risks of co-hosting sport events. One of the very prominent aspects of sport event research is the question what is the outcome of the event for the society (Hover et al., 2016). Social outcomes became more important in the academic discourse, although they have the problematic characteristic that they are often difficult to measure and to prove causal relations to sport events. Social impacts of sport (events) include among others sport participation, changes in attitudes and beliefs, and social cohesion. The existing knowledge about managing co-hosted sport events and more specifically optimizing the social impacts of such an event is very limited. There are no studies available that include extensive quantitative data. Furthermore, the occurrence of negative social impacts was hardly considered in the presented studies. The special nature and potential of co-hosted sport events must be carved out by conducting further research in this field. Based on the identified research gap, the first study aims to explore the nature and evolvement of co-hosted sport events. For the study one we chose for an explorative research approach and conducted 23 semi-structured in-depth interviews with senior managers involved in seven different co-hosted sport events. In order to test the findings from study one we conducted a second study and interviewed 499 spectators of the Men's Handball WC in Denmark and Germany in January 2019 with a standardized questionnaire. The interviewees mainly perceived the co-hosting of sport events positively. The major opportunity with co-hosting a major sport event is seen in the chance to host the event economically beneficial, due to having more than one home team, shared risks, pooled resources and infrastructure as well as allocating the workload on different federations. Having more than one home team is a key aspect and almost automatically fills up the arenas, consequently generates more ticket revenues, contributes to a better atmosphere in the arena and raises more interest in the sport at the same time in different countries. The data analysis of study two was not completed by the time of the abstract submission and will be presented at the conference for the first time. Co-hosted sport events can be perceived as a platform for social exchange. The results of this research help sport organizations and sports policy makers to better-understand the chances and risks of co-hosted sports events. Additionally, the findings

allow the potentials for social impacts to be better assessed through co-hosted sports events and to work on factors relevant to the success at an early stage. This is the first research ever that analyses in a first explorative study seven various co-hosted team sport events and empirically test the findings in a quantitative study.

## **DEVELOPING A CONCEPTUAL MODEL FOR DETERMINING GOVERNANCE QUALITY IN PROFESSIONAL FOOTBALL MEMBERSHIP CLUBS IN GERMANY**

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In Germany, some 25,000 football clubs with more than seven million memberships are associated with the German Football Association (DFB, 2018). According to their regulations, football clubs need to be governed as nonprofit member's associations, regardless of their amateur or professional status. Based on democratic principles, the members elect a management board in the general meeting, which they mandate to run and represent the membership organization. However, the professional football clubs, in particular, have gained enormous economic significance in the course of ever-expanding commercialization of the sport, which also affected the governance systems of the clubs (Dietl & Franck, 2007). In 1998, the DFB permitted the clubs to spin-off their professional football units from the member's associations in corporations, on the condition that the majority ownership in this corporation (50 percent plus one vote) remains with the member's association. With the so-called "50+1 Rule", the member ownership model of governance continues to have a great significance in German professional football. In this context, the clubs recognize the importance of good club governance. What is lacking, however, is a succinct and comprehensive model, which can be used to analyze club governance quality. With this study, we seek to fill this research gap and contribute to the development of nonprofit governance literature of sports organizations. In a systematic literature review, Cornforth (2012) finds that previous nonprofit governance research has mainly focused on board-related aspects (e.g., composition, roles, and responsibilities) and identifies three shortcomings: (1) the associated ignorance of the wider governance system would lead to a too narrow conceptualization of nonprofit governance. (2) In addition, there has been a focus on boards of unitary organizations with a single governing body, which suggests a need for more research on "hybrid organizations" with several boards at different levels (Cornforth & Spear, 2010). (3) Research designs have been largely cross-sectional. Therefore, more longitudinal and comparative research designs are needed, such as process studies that

attempt to describe the internal workings within the organization and how they evolve over time. Research Method based on these shortcomings and with a focus on the articles of association, we have developed a conceptual model of club governance quality in German professional football membership clubs, which is based on major governance theories, a thorough review of empirical nonprofit, corporate and public governance literature, and regulation and best practice. (1) We focus on the entire governance system since the articles of association define the internal governance structures of any membership organization and the processes by which internal and external stakeholders carry out governance functions. (2) We consider the governance system of “hybrid organizations” (Cornforth & Spear, 2010), which is the typical organizational structure in German professional football. Meanwhile, these clubs clearly focus on producing market outputs with their professional football operations. In order to separate them from the purely charitable club activities, they have largely established subsidiaries with their own governing bodies. Therefore, our conceptual model allows us to analyze governance structures and processes at different levels within these commercial-type nonprofit organizations (Enjolras, 2009). (3) Our model does not enable us to study governance processes directly. However, we are able to draw conclusions concerning these processes indirectly. The articles of association constitute a nexus of contracts (Jensen & Meckling, 1976) that exists between different actors within professional football membership clubs. Therefore, we suggest that they not only describe statutory but also effective governance processes in these clubs. Moreover, we can apply our model in comparative and longitudinal research designs. Results/Discussion. The resulting model combines relevant aspects from agency theory, stewardship theory, stakeholder theory and resource dependency theory, and empirical literature from nonprofit, corporate and public governance. It includes best practice derived from the recommendations and suggestions of the German Corporate Governance Code (DCGK), representing the most elaborate framework for good corporate management and control in Germany. In addition, it considers basic minimum standards, such as legal requirements provided by German civil law and regulatory requirements from the DFB statutes. As a result, we define four central governance dimensions that are at the center of our conceptual model of club governance quality: democratic participation, control procedures, accountability and transparency, and effectiveness. Figure 1 gives an overview of our conceptual model, including the four central club governance dimensions and their associated sub-dimensions. Figure 1: Conceptual model for analyzing club governance quality (own illustration). Conclusion. We have developed a conceptual model, which enables researchers to systematically analyze the articles of

association constituting the governance system of any professional membership football club in Germany. In addition, the clubs find a tool, with which they can identify, analyze and respond to relevant aspects of governance quality and make constant improvements. Furthermore, we give an impulse on nonprofit governance research of sports organizations, since we have used the articles of association as a vehicle to respond to some research gaps in the nonprofit governance literature. However, we need to emphasize the exploratory nature of our study. In the next step, we need to apply the model empirically to the articles of association of the professional football membership clubs in Germany. In order to achieve this, we will construct a score that is able to operationalize the model and measure club governance quality.

## RESEARCH ON THE CONSTRUCTION OF PUBLIC SPORTS SERVICE SYSTEM IN CHINA

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Under the current situation of rapid changes in global governance system reform, innovation, informationization and globalization, Chinese government is striving to build a service-oriented government through trying to transform government’s functions and focusing on the development of mass sports based on value of “people-centered”. It aims to promote the health of the people, and safeguard the rights and interests of the public. In order to clarify the effectiveness of public sports service system of Chinese government, this study reviewed the relevant literature and conducted interviews with experts to identify current recommendations from the General Administration of Sports of China in order to determine the current definitions of Public Sports Service System in China. In total, 23 interviews occurred between September 2017 to March 2018, and each lasted between 30 and 40 minutes. The questionnaire method was used to investigate the satisfaction of urban and rural residents about public sports service. Totally, 3,200 sample questionnaires were distributed in 31 provinces, autonomous regions and municipalities across China. In this way, we analyzed and discussed the organizational environmental factors of the operation and development of China’s public sports service system to find out the innovative and suitable institutional model of public sports services for Chinese government. Through a certain amount of interviews and investigations, it is concluded that the construction of China’s public sports service system is closely related to the national governance system, and there is a certain isomorphic relationship with the state governance system. We pointed out that the shortcomings of the supply of public sports service system in China. There are nearly 2 million sports grounds in China, and the per capita space is 1.66

square meters. There is still a lot of room for development in the total supply of sports services; Based on a sample survey of provinces, autonomous regions and municipalities, it is concluded that the public is generally satisfied with the public sports service supply system, but is NOT satisfied with the scientific guidelines. In addition, the current public sports service supervision and evaluation is still relatively lacking. Through interviews with relevant agencies, the current government's responsibilities are not clear and the roles are coincident. Relevant issues such as single monitoring mode and lacking of accountability mechanism are still prominent. Therefore, after summing up, it is believed that the public sports appeal is the foundation of public sports service system innovation. Meeting the public sports fitness demand is the guiding direction of public sports service system innovation. Protecting people's sports training rights and paying attention to people's sports activities are the track of public service system innovation. The fairness and effectiveness are the goals of innovation in the public sports service system. In summary, this study provides a scientific basis for future decision-making by sports administration departments and further standardizing and perfecting the public sports service system. It includes : (1) actively promoting the public-private partnership model of public sports services, and making full use of the advantages of enterprise resources, and timely introducing the cooperative competition mechanism of public sports services.; (2) Deepening cooperation with universities, enterprises, and third-party organizations, and increasing the quality and efficiency of cooperation between multiple entities; (3) Encouraging social organizations to participate in public sports services, optimizing the environment of sports organizations to build a comprehensive public sports service evaluation and supervision system and setting up standard of operating procedures; (4) At the same time, it is necessary to standardize the institutional methods for citizens to participate in public sports services, strengthening the symmetry of institutional information to improve the protection of relevant public sports service systems, and avoid the abuse of rights; (5) Firmly establishing the concept of "people-oriented" and "sustainable development" to coordinate the resolution of issues related to the fairness and efficiency of public sports services.

**PERFORMANCE OF LOCAL GOVERNMENT'S NATIONAL FITNESS PUBLIC SERVICE IN CHINA: EVALUATION MODEL CONSTRUCTION, EMPIRICAL STUDY AND PROMOTING PATH**

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"Being Healthy" is the most authentic, mainstream and unsophisticated value trend in our society. To build a

perfect national fitness public service system is an important part of building "healthy China", which is an important part of building a well-off society. With setting up the goal of building "service-oriented" government, strengthening performance evaluation has become the mainstream idea of the supply-side structural reform of the local government's perfect national fitness public service. Public service performance evaluation as the tool of transformation of government function, strengthening the government legitimacy, ensuring the people's sports rights and promoting social equity and justice, has become one of the most popular topic during the 13<sup>th</sup> five-year plan period and the research topic for deepening the revolution of local government in China. Until now, academic circles about the national fitness public service performance evaluation of local government have a lot of exploration and research. However, we found that, for the performance evaluation of local governments to the national fitness public service research also lacks of uniform applicable evaluation model, theoretical achievements of performance evaluation have low identification among different scholars. Thus, under the guidance of New Public Service theory, State Governance theory and Government Performance Evaluation theory, this study takes establishing the fitness public service performance evaluation model of local government as its main topic, using the structural equation model method to analyze the current situation and problems of the fitness public service performance evaluation of local government under the background of building "healthy China", in order to give the suggestion to improve performance of the fitness public service. Based on the analysis of domestic and international studies on public service performance evaluation, combining with China's national fitness public service performance evaluation of local government's actual situation, this paper put forward the hypothesis of the structure model and relationship model of the influencing factors of the fitness public service performance evaluation. According to the hypotheses, questionnaire was finally designed and its reliability and validate analysis were completed. After that, we selected 12 provinces, autonomous regions and municipalities directly under the central government in China to conduct questionnaires and 2130 valid questionnaires were collected. This study proved that local government national fitness public service structural performance consists of four dimensions: service efficiency, service quality, service democracy and service response by using factor analysis and the key factors affecting the local government national fitness public service structural performance include five aspects: organizational coordination, financial expenditure, facilities configuration, policy implementation and capacity of information technology by using factor analysis. The empirical results showed that: (1) 17 of the 20 hypotheses



proposed in this study have been empirically tested, three hypotheses were impossible. These 3 assumptions are that “information technology capacity” does not have a direct positive impact on “quality of service”, “facilities configuration” does not have a direct positive impact on “service response” and “financial expenditure” does not have a direct positive impact on “service democracy”; (2) the five influencing factors such as organizational coordination, financial expenditure, facilities configuration, policy implementation and information technology capacity have positive impacts on the local government national fitness public service performance in terms of “service efficiency”; (3) to the “service quality”, only the factor “the capacity of information technology” performance of public services of local government national fitness to remove factors does not directly produce positive effect on it, but the rest of the other four factors do; (4) to the “service responsiveness”, only the factor “facilities configuration” does not directly produce positive effect on it; (5) to the “service democracy”, only the factor “financial expenditure” does not directly produce positive effect on it; (6) in all the four dimensions of national fitness public service structure performance, “service democracy” and “service quality” are mostly influenced by the factor “organizational coordination”; policy implementation largely affects the “service response”; “facilities configuration” has the biggest influence on “service efficiency”. Finally, focusing on the five key factors of national fitness public service performance, respectively from the objectives of broadening the channel of democracy, reaching the fairness and justice, responding to public concerns and improving administrative efficiency, the author put forward some policy suggestions to promote the performance of local government national fitness public service: (1) constructing organizational coordination mechanisms of local government national fitness the public service; (2) promoting the balanced allocation of resources local government national fitness public service; (3) strengthening the policy implementation of local government national fitness public service; (4) developing information technology ability of the local government national fitness public service.

**PROSPECTIVA DEL DESARROLLO DEPORTIVO: VISIONES DE FUTURO DEL SISTEMA DEPORTIVO COLOMBIANO (SPORTS DEVELOPMENT PROSPECTS: FUTURE VISIONS OF THE COLOMBIA SPORT SYSTEM)**

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La coyuntura política ha ofrecido modelos de desarrollo deportivo materializados en discursos que generalmente desconocen la historia, sus actores, el

contexto presente y el futuro incierto (Girginov, 2008). Esto ha ocasionado una serie de restricciones teóricas y metodológicas para investigar y gestionar el desarrollo deportivo en el tiempo (Green & Houlihan, 2005; Hylton & Bramhan, 2008; Lyras & Welty Peachey, 2011). Para superar estas restricciones la presente investigación tiene como objetivo proponer un marco de análisis para comprender la construcción social de futuro del desarrollo deportivo basado en las tendencias políticas, las visiones de los actores y los escenarios de futuro del sistema. Revisión de la literatura La conceptualización del desarrollo deportivo se ha construido sobre la base de dos enfoques teóricos: el desarrollo del deporte y el deporte para el desarrollo, que, aunque se encuentran relacionados tienen propósitos diferentes (Schulenkorf, Sherry, & Rowe, 2016). El desarrollo del deporte se enfoca en crear las condiciones para aumentar la participación deportiva que permita la identificación de talentos y mejorar el desempeño en el deporte competitivo y de altos logros (De Bosscher, Shibli, van Bottenburg, De Knop, & Truyens, 2010). Por otro lado, el deporte para el desarrollo se enfoca en la contribución que el deporte puede realizar para mejorar las condiciones sociales y el bienestar de las comunidades (Sherry, Schulenkorf, & Phillips, 2016). La ambigüedad alrededor de las teorías del desarrollo deportivo es en parte consecuencia de la capacidad del deporte para adaptarse rápidamente a las nuevas tendencias sociales y tecnológicas (Ratten & Ferreira, 2016), proceso que avanza a mayor velocidad que la capacidad de respuesta de las instituciones que gestionan el deporte (Constantino, 2006). Algunos sistemas y organizaciones deportivas no se han adaptado a estos cambios vertiginosos, ya sea ignorando las señales de advertencia (anticipación) o careciendo de visión prospectiva (construcción de futuro) que les permita ser flexibles y capaces de anticiparse a las transformaciones del entorno donde se encuentran posicionadas (Astle, Leberman, & Watson, 2019). La prospectiva estudia el futuro para comprenderlo y poder influir sobre él. Se fundamenta en los conceptos de la anticipación y la construcción de futuro. La anticipación explora los futuros posibles, probables y deseables. La construcción de futuro implica comprender las visiones de los actores y sus planes de largo plazo (Medina & Ortegón, 2006). El desarrollo deportivo como visión de futuro es un estado deseable que abarca una amplia variedad de objetivos sociales, políticos, económicos y deportivos (Girginov, 2008). Sin embargo, esta propuesta deja sin establecer los fundamentos que orienten los procesos de construcción de futuro del desarrollo deportivo, problema que esta investigación pretende abordar. Metodología Se realizó una investigación de tipo prospectiva normativa (Miklos & Tello, 2012) basada en el estudio de caso del sistema deportivo colombiano. El proceso se fundamentó en el conocimiento de expertos (n = 71) de la academia, la sociedad civil, el sector



público y el sector privado como fuente de información primaria. Se utilizó la combinación de métodos prospectivos (Popper, 2008) del análisis estructural, la entrevista en profundidad, el panel de expertos y los escenarios de futuro. Resultados Las tendencias con mayor influencia sobre el futuro del desarrollo deportivo colombiano son las siguientes: El deporte de élite continuará siendo el principal movilizador del sistema deportivo colombiano. Los deportes emergentes se manifiestan por un acelerado crecimiento del mercado de los lifestyle sports y los e-sports como dinamizadores de la industria deportiva, y por el inicio de su proceso de institucionalización dentro del movimiento olímpico. Emerge la necesidad para la formalización y aseguramiento de la calidad de los servicios deportivos en el marco de los derechos fundamentales y sociales. La financiación del sistema seguirá dependiendo del nivel de importancia política que ocupa el deporte en la agenda de desarrollo. El cambio climático y la contaminación del medio ambiente transformarán todo el aparato institucional del deporte. El aumento del gasto público y privado, la generación y formalización del empleo y la competitividad de los territorios serán determinantes para el crecimiento del económico del sector. Los actores del sector público promueven la visión de futuro de la gobernanza descentralizada, los actores del sector privado promueven la visión del deporte de élite como máxima expresión del desarrollo deportivo, los actores de la academia promueven la visión del deporte como regulador de los procesos asociados a la niñez y a la juventud, y los actores de la sociedad civil organizada promueven la visión del cambio institucional para afrontar los retos de la salud pública y el calentamiento global. Se identificaron cuatro escenarios de futuro. En el escenario inercial se consolida un modelo de desarrollo deportivo que se caracteriza por la concentración de los recursos y capacidades del sistema en la promoción del deporte de élite. En el escenario del mejoramiento se afianza un modelo de desarrollo deportivo basado en las capacidades organizacionales y humanas. En el escenario de la transformación se consolida un modelo basado en la cultura física. Finalmente, en el escenario sorpresa se fortalece un modelo basado en el emprendimiento y la innovación. Conclusión Como aporte original esta investigación propone un marco para comprender la construcción de futuro del desarrollo deportivo basado en el análisis del contexto, los actores y los futuros del sistema. La combinación de los niveles de participación de los actores en la gobernanza del desarrollo deportivo y los niveles de centralización de los recursos y capacidades del sistema, arrojan como resultado cuatro modelos diferentes de desarrollo deportivo que se pueden consolidar como visión de futuro: el modelo elitista, el modelo emprendedor, el modelo de la cultura física y el modelo de las capacidades.

## ASSESSMENT TOOLS AS INDUCTORS OF GOOD GOVERNANCE PRACTICES IN THE BRAZILIAN NATIONAL GOVERNING BODIES

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After the period of the big sporting events, several factors ended up exposing the real situation of the high-performance sport in Brazil, especially the national governing bodies. Among these factors are the decrease in economic activity in the country (Cury & Silveira, 2017), impacting both public and private financing (Baibich, 2017), and the withdrawal of sponsorship by companies that until then supported these entities was perceptible. However, it is necessary to point out that, during the period of that events, “there was an amount of resources never before available” to the Brazilian sport, and one of the “greatest legacies” of this period of events is the realization, “in a practical and concrete way, of the absence of professional, ethical and responsible management” (Mazzei & Rocco Júnior, 2017). Cárdenas et al. (2017) argue that the way in which these entities are managed is greatly undermined by the lack of preparation of sports managers, which has a serious impact on the development of organizations. For many authors, the administration of these entities has been carried out in an amateur, non-professional, intuitive and inefficient way (Maroni, Mendes, Bastos, 2010; Bastos & Mazzei, 2012). Review of literature. As applied in other types of entities, sport governance must also align interests with the purpose of “preserving and optimizing the long-term economic value of the organization, facilitating its access to resources and contributing to the quality of the organization’s management, its longevity and the common good” (IBGC, 2015). In order to develop the governance principles of Sport, different initiatives around the world have developed evaluation tools that have proven to bring positive returns to the entities that adhere to such mechanisms. An example of such a mechanism is the Sports Governance Observer (SGO), a benchmarking tool for good governance. The objectives are twofold: to evaluate the degree of good governance of a certain group of international sports federations (Olympic sports) and to highlight their main strengths and weaknesses, in order to propose solutions for their own development, and to analyze the conceptual and operational questions about the application of an evaluation tool to a large group of organizations (Geeraert, 2015). The model that has now become the main landmark for the area in Brazil is Rating Integra. It is an achievement of the Brazil Olympic Committee (COB), the Brazilian Paralympic Committee (CPB), the Brazilian Club Committee (CBC), the Ethos Institute and the Athletes for Brazil, which aims to be “a vector of change and good governance, integrity, transparency and management practices among national and

regional governing bodies and clubs” (Rating Integra, 2018). Rating Integra is an assessment tool that “was created with the purpose of measuring the degree of adaptation of a given sporting entity to the practices expected by its sponsors, athletes and the Brazilian society as a whole”. That is, the benefit is not only for the sports entities, thus making the sponsors of the sport also benefit from the moment that the sports entities improve their governance performance. Thus, “the idea is that the tool assists sports entities in obtaining sponsorship, since it will give companies parameters to evaluate the institutions that are seeking to contribute” (CPB, 2017). This research project aims to identify how the Rating Integra has affected the national governing bodies that adhered to the evaluation tool in order to develop and improve their governance practices and the reasons for eventual non-adhesions. Research method. The research is characterized as exploratory, descriptive and explanatory, since it intends to show characteristics of a certain population or phenomenon. The approach will be qualitative, with field research and with primary data collected with entities managers. The 35 national governing bodies affiliated with the Brazil Olympic Committee (COB) will constitute the population. The entities will indicate whether they have joined Rating Integra. The entities that have joined will participate in the research and those that have not joined will be asked about the reason for non-adhesion, in an open question. The questionnaire will be built on the Google Forms platform and elaborated based on the three dimensions of the Rating Integra: 1 – Governance and management; 2 – Internal controls, risks and compliance; 3 – Transparency. From the issues addressed in each dimension, open questions will be elaborated in order to understand how or if the feedback/weaknesses that the Rating Integra makes available to the entities affected the process of improving the entity’s governance practices. The information obtained will be analyzed through content analysis (Bardin, 2011) with categories defined a priori. Results. It is a research project in progress, and the research instrument is in the development phase.

## **SOCIAL RETURN ON INVESTMENT, SPORT, SPORTS SCHOOLS, SOCIAL INVESTMENT MANAGEMENT, COSTS – RESULT**

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Evaluation of the performance of sports schools: an analysis from the standpoint of the concept of SROI (SROI-BASED SPORT SCHOOL PERFORMANCE EFFICIENCY RATING ANALYS) The development of the social sphere, the most important component of which is sport, is one of the main priorities in the activities of

the state. Investments in the development of sports are carried out at all levels (federal, regional and local), private capital is increasingly attracted to their formation. Social investment management issues are addressed in numerous regulations and targeted programs. Ensuring the effectiveness of investing in the social sphere involves the development and use of appropriate analytical tools. In turn, this poses the problem of the formation of a methodology that allows making the corresponding calculations and ensuring their efficiency in practice [2]. A separate problem of the activities of sports budgetary organizations and institutions is that only a small part of the social effects generated by them can be precisely defined and monetized. In order to calculate the social return on investment in the form of “cost – result”, in the late 90s, the Social Return on Investment (SROI) method was developed [5, 6]. The analysis based on the SROI takes into account three types of results – economic, environmental and social, which are expressed in monetary units and are compared with the sum of all contributions to a specific sports project. The purpose of the study is to assess the social effectiveness of financing sports schools based on the SROI concept. To analyze the social effectiveness of investments in the activities of sports schools for each of them, the costs per student and the number of first places per student are calculated. In the future, the ratio of the number of first places to the amount of financing (“the price of one victory”) was also calculated. For the study, traditional methods of applied multidimensional statistical analysis of Data Mining [1, 4] were used. The peculiarity of this group of methods is that they do not require the preliminary formulation of hypotheses, for the reason they are referred to as the so-called “exploratory analysis”. All the studied sports schools were divided into two groups according to the costs per student. The analysis data show that between the two groups of schools there is a significant gap in expenditures per one student, the reason for which is both the difference in sports and, with a high probability, the difference between schools in the effectiveness of cost management. The unification of the groups made it possible to identify four categories of sports organizations: with efficiency above the average in two positions, with efficiency below the average in two positions, and two categories occupying an intermediate position. It should be noted that the assignment of an object to one of the categories could be explained by both natural causes (for example, features of a sport) and the efficiency of managing a sports organization. In any case, from the point of view of the SROI concept, special attention should be paid to the positions (sports, schools) that provide the greatest return on investment. For visual perception of the structure of similarity of sports schools, the method of multidimensional scaling was used. The results of the analysis showed that there are significant differences between sports schools in terms of the social efficiency

of investments. In our case, the gap in costs per school between two groups of schools was more than 2 times, the discrepancies in the number of first places per unit of expenditure exceeded 8 times. From the point of view of the SROI concept, in this case, there is considerable potential for optimization, both in terms of financing individual sports and improving the performance of sports schools. During the analysis, a model for assessing the social efficiency of investments was formed and four categories of schools were identified with different parameters of the social efficiency of investments in sports. The factors that made a particular school fall into the appropriate category, as well as the necessary conclusions for management require additional study. The study did not confirm the hypothesis about the presence of a correlation between the sports and general educational success of students of sports schools in the context of organizations.

## GOOD GOVERNANCE IN NATIONAL SPORT ORGANISATIONS: CASE OF LITHUANIA

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Good governance has become a prevailing notion in the world of sport. Mismanagement and corruption scandals in international sports organizations have the influence to national sport federations. For that reason, authors of this paper set up the goal to investigate the good governance principles in Lithuania sports federations applying the standardized set of indicators National Sport Governance Observer (NSGO) project. Theoretical Background and Literature Review. Sport governance has become an increasingly widespread subject for research (King, 2016) as governance is a key component of the effective sport organization management (Yeh & Taylor, 2008). Therefore, more and more researchers focus on good governance issues. Following the Geeraert (2018) good governance should not be regarded as an end in itself, but rather as a means to an end. Implementing good governance enhances the legitimacy and effectiveness of organizations, as well as their resistance to unethical practices. It, therefore, enables sports federations to build trust with governments, stakeholders, and potential commercial partners. This, in turn, enhances the autonomy of sports organizations – that is, if relevant principles are adequately implemented. To achieve this goal, sports federations need to understand what principles must be implemented, as well as how and why. Research Design and Data Analysis. The standardized model of National Sport Governance Observer (Geeraert, 2018) was used that consists in total of 274 indicators of good governance where the sport federations scored either 1 or 0 on a given indicator. The indicators are dispersed over four

good governance dimensions that emerge from the relevant academic literature, namely transparency, democratic process, internal accountability and control, and societal responsibility. Dependent on how the organizations perform, they receive a total score (very good, good, moderate, weak, and not fulfilled) and an aggregated score within each of the dimensions. Given that organizations vary in terms of administrative capacity, the same standard cannot apply to all federations. The indicators are therefore divided into three categories. Every federation can be expected to have sufficient capacity to implement the indicators in the basic category, which constitutes a minimum standard for all federations. A sample of four federations (Cycling, Ice hockey, Kyokushin, and Boxing) in Lithuania was selected for the pilot study based on National Sport Governance Observer methodology. The data collection followed the standardized NSGO data collection process, which includes six steps, and the data in Lithuanian were collected during the period from October until November 2018. The process consisted of desk research via the federations' websites and structured interviews with the representatives from each of the federations. Results. The conducted study revealed that Lithuanian sports federations partially implement good governance principles. The current situation shows, that overall principles implementation in Lithuanian sports federations is relatively good. The assessment has shown that in all federations, the principles of good governance are implemented by more than 50% (where 0% means that principles are not fulfilled and 100% means that principles are completely implemented). Study although revealed that while implementation of transparency, democracy and accountability principles could be evaluated as good, societal responsibility principles are not sufficiently implemented. Moreover, even though democratic principles are implemented fairly well, federations do not implement gender equality policy, and the involvement of athletes in policy processes is insufficient, as evidenced by the lack of formal involvement of athletes. There are a couple reasons why Lithuanian sport federations score as "good". The main one is that the federations being members of Union of Lithuanian Sports Federations have to meet national elements of good governance complying with some governmental policies within areas such as doping, match fixing, volunteering, dual-career, gender equality etc. Although, this result linked with the federations own initiatives and marginal legal framework that deal with the issues of good governance. Conclusions and Implications. Based on the NSGO benchmarking tool, the surveyed Lithuanian sports federations received high scores, and the governance of sport in a country could be considered as "good". Still, these federations are challenged by high bureaucratic and entrepreneurial issues. Future research will be addressed to another four federations

in Lithuania (Lithuanian National Olympic Committee, Lithuanian Basketball Federation, Rugby Federation, Pentathlon Federation) and the results will be presented during the good governance conference.

### **HOW NEW ZEALAND, AUSTRALIA AND SOUTH AFRICA'S DEVELOPED THEIR INDUSTRY OF RUGBY IN A GLOBAL SPORT BUSINESS MARKETPLACE**

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In International sporting success, there are several areas of research trying to determinate the critical factors. In addition, in spite of paying much bigger salaries, and having much more players, evidence shows that England and France national rugby teams underperform compared to South Africa, New Zealand and Australia (SANZAR nations). Therefore, the aim of this PhD research was to find some indications on why SANZAR nations win so consistently. The methodology used in this research was a bibliographic review, exploratory interviews to SANZAR players and coaches, in Portugal and Brazil. Then five Dimensions were drawn: Balanced Competitions, Resources, Public Policies, Branding and International Strategy. Three hypothesis were raised. We tried to figure out which indicators would best suit this research, to build the Questionnaire, which was applied in 87 interviews on local stakeholders (CEOs and Presidents), in four months' field research. Some semi-structured interviews took place, to understand and connect the data researched. Then data was analyzed through SPSS. Results. The three countries handled the entire process of professionalization, from 1995, in a completely different pathway from European rugby. Club rugby remains mainly amateur, with representative rugby having an important significance to all three countries researched, and it is only semi-professional. All clubs' competitions are city-based, with compulsory grade teams. Super Rugby and International Teams are fully professional, with a Calendar built to promote sporting success, in all four-tier competition levels. There is no National Governments money in all three countries' rugby, although there are significant public policies that help rugby. The percentage of Pacific Islanders in New Zealand and Australian rugby is above 35% of professional players, most of them raised from local immigrants. There are still racial issues on South African rugby as only 18% of black players turn professionals. Travelling so much is believed for some important stakeholders as a major reason for success. Whether this results can or will be replicated, either in Portugal or Brazil, we will have to wait. In both cases, there are enough data to replicate. Although this research was geographically limited, the sample was a very strong one. In future researches, we would try to reproduce this study at High Schools, Women, rugby 7s, and in underrepresented regions.

### **DEPORTE Y RESPONSABILIDAD SOCIAL: CASO CLUB DEPORTIVO COLOMBIA, 2019 (SPORT AND SOCIAL RESPONSIBILITY: THE CASE OF THE COLOMBIA SPORT CLUB, 2019)**

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Resumen El deporte ha sido considerado como un eslabón importante en el desarrollo social y objeto de estudio para el establecimiento de políticas públicas, con el pronunciamiento de importantes organismos internacionales como la Organización de Naciones Unidas (ONU), la Organización Mundial de la Salud (OMS) y Comité Olímpico Internacional (COI), entre otros. Por otro lado, el deporte como espacio social, se ha ocupado de llevar a cabo buenas prácticas de Responsabilidad Social Corporativa (RSC). Veamos el caso del Comité Olímpico Internacional, una de las primeras organizaciones en asumir compromiso social a través de la Carta Olímpica, que promueve el deporte como un medio para sembrar la paz y tener tolerancia cero a todo tipo de discriminación y dopaje, estimulando el principio de igualdad entre hombres y mujeres. También propone una actitud responsable ante los problemas del medio ambiente. Se han realizado varios estudios donde han examinado la importancia de la responsabilidad en los jóvenes, en contextos violentos con el ánimo de erradicar dichas conductas, a través del modelo de responsabilidad personal y social (TPSR), que emplea la actividad física – deportiva para fomentar el desarrollo integral. Para ello, se desarrollan estrategias cognitivas-sociales y psico-afectivas que les ayuden asumir responsabilidades sobre su vida y afrontar las consecuencias de sus acciones (Gutiérrez, 1995; Jiménez, 2008; Escartí, Pascual y Gutiérrez, 2005; Smith, 2003 citado por Belano, Ferriz y Moreno, 2012). Este estudio corresponde al sector de Siloé ubicado en la comuna 20 de Cali (Colombia), es una de las zonas más vulnerables de la ciudad, pues presenta alto índice de homicidios, fronteras invisibles, bandas delincuenciales, tráfico de sustancias alucinógenas, entre otros (Plan de Desarrollo Cali 2008–2011). La comuna 20 tiene una cobertura del 60% en los servicios de acueducto, de 58% en los de alcantarillado, del 56% en energía, del 4% en gas natural y del 72% en los servicios de aseo. En cuanto a los principales riesgos que amenazan la seguridad ciudadana y la convivencia de sus habitantes, según la Secretaría de Gobierno, Seguridad y Convivencia, en el año 2014 ocurrieron 123 homicidios. Las principales causas están asociadas a pandillas (61 casos) y venganza (22 casos), esto corresponde a 50% y 18% respectivamente. Los grupos de edades más afectados son de 15-17 años (17 casos), de 18-24 años (50 casos) y de 30-34 años (19 casos). El barrio Siloé se ubica entre los primeros 20 barrios de la ciudad con el mayor número de homicidios (45 casos).



El Club Deportivo Siloé Fútbol FC objeto de este estudio, ubicado en la comuna 20, surge formalmente en el año 2013 con el fin de contribuir con la formación integral de los jóvenes del barrio, en razón a la alta vulnerabilidad y riesgos. Actualmente cuenta con dos categorías: Juvenil con 22 jóvenes de 16 a 19 años de edad y Primera C con 18 deportistas de 19 a 22 años. Este trabajo tiene como objetivo caracterizar y comprender la contribución del deporte en la generación de Responsabilidad Social: Caso Siloé Fútbol Club – 2019, para la categoría juvenil, en razón que es la población de mayor riesgo en el barrio. Para lo anterior, se realiza la caracterización socio-demográfica de los jugadores que conforma la categoría juvenil. Posteriormente se identifican las actividades que han contribuido a generar habilidades psico-afectivas y cognitivo-sociales que se han desarrollado e incorporado a partir de la práctica deportiva, la orientación de su entrenador – gerente. Para la caracterización socio-demográfica de los jugadores de la categoría juvenil, la recopilación de cada uno de los integrantes se realizó por medio de una ficha de inscripción al momento de vincularse al club. Para identificar las habilidades psicoafectivas y cognitivo-sociales se acude a la sistematización de experiencias comunitarias, como medio que facilita su comprensión, mirando las experiencias como procesos históricos, procesos complejos en los que intervienen actores, que se realizan en un contexto económico – social determinado del cual forma parte el barrio Siloé. Dentro de las definiciones se recurre a la sistematización: como recuperación de saber; como forma de organizar experiencias y poderlas comunicar; como proceso de teorización; como evaluación de las prácticas sociales y como perfección de las propias prácticas. La sistematización surge como un proceso colectivo en el que se reconstruye una determinada práctica social con el ánimo de interpretarla en sus diferentes dimensiones y posibilita su reestructuración futura (Carvajal, 2004). Dentro de los resultados parciales y al triangular la información obtenida entre los jugadores, los acudientes y el entrenador, coinciden que el club contribuye a potencializar a los jóvenes en valores, fortalecer su parte espiritual, mejorar en su desempeño deportivo, a visionar su proyecto de vida, a mejorar su convivencia con la sociedad y su entorno, les da sentido a su vida a la hora de ir a entrenar, contribuye en la generación de estilos de vida saludable, como acostarse temprano, no ingerir licor, dormir bien, alimentarse bien, estar con buenas compañía, ser disciplinado, actitud positiva de que si se puede, entre otros. El Club Deportivo Siloé FC contribuye con su entorno, como una estrategia de inversión social a través del fútbol en razón de brindar formación no solo en lo técnico y táctico del fútbol, sino también en la consolidación de valores como el autocontrol, el respeto, autonomía, liderazgo, pertenencia a un grupo, la mejora personal, obtenidos con el esfuerzo y la persistencia generando

comportamientos responsables, que han sido transferidos a la vida cotidiana de sus jugadores y promoviendo la responsabilidad personal y social. Se requiere apoyar desde otros actores esta estrategia de intervención social como la académica, con la conformación de un grupo de profesores, egresados o en su defecto con practicantes de los programas profesionales en deporte, fisioterapia, nutrición, así como administración deportiva para contribuir a la organización del Club. Igualmente se requiere contar con varios patrocinadores para la participación en los torneos por parte de los jugadores, así como mejorar sus implementos deportivos y uniformes. Proyectar a futuro contar con otros entrenadores y ampliar la oferta de este servicio a través de otras categorías para iniciar desde los niños

## THE EFFECTS OF GOVERNMENTS' SUBSIDY POLICY ON LARGE-SCALE STADIUMS

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Large-scale stadiums are the material basis for public sports services and sports development. They play an important role in alleviating the contradiction between the rapid growth of people's sports demand and the shortage of public sports resources. Nearly ten years, some cities have built many large and medium-sized stadiums in order to hold high-level sports events. While in the post-match operation of these stadiums, they need the government's financial subsidies because of problems such as low utilization rate, weak service capability, and poor operational results. Then, what is the effect of the government's policy implementation of subsidies for large-scale stadiums? The purpose of this research was to find the effects of the governments' subsidy policy to improve the use of stadiums. The main research methods used in this research are literature data method, investigation method, and expert interview method. Specifically, it used the literature review method to analyze existing government subsidy policies in China, the United States and some European countries. Field trips to some famous stadiums have been done and interview experts include some stadiums' managers and relative government officials. Results: 1) It is a relatively common practice and has formed a system for the government to subsidize the construction and maintenance of large-scale stadiums. 2) There are two types of government subsidies to large-scale stadiums: direct fund subsidies and indirect tax cuts, but there is no uniform standard for the amount of subsidy funds. 3) The government gave financial subsidies to large stadiums, which not only reduced the financial pressure on the construction and maintenance of sports venues, but also stimulated the enthusiasm of market development. As a result, more sports events were held to attract more people to the stadiums. 4) Government

subsidies promoted the opening of large-scale stadiums to the society, increased their service content, and finally enhanced social welfare. 5) The government's financial subsidies to large stadiums could bring many effects. The direct effect is to enhance the market operation capacity of large stadiums. The indirect effect is to stimulate more consumption and employment, and have a positive impact on local economic and social development. Conclusion. The government's subsidies for construction and maintenance of large-scale stadiums are necessary to stimulate the vitality of the market operations of large stadiums and increase the supply of social welfare. For the construction of large-scale stadiums, government support form of direct funding subsidy is more suitable. For routine maintenance and operations, indirect tax cuts are superior to direct funding subsidies. The government subsidizes to large stadiums are conducive to expanding consumption and employment and promoting local economic and social development.

### THE REFORMATION OF TABLE TENNIS REGULATIONS – A VIEW FROM COMMERCIALISATION AND PROFESSIONALISATION

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The origin of sports is that human beings seek for achieving certain purposes; to fulfill the feeling of being a winner, to fill the gaps of leisure time, and to increase the interaction with others (Eyler, 1961). Based on Maslow's hierarchy of needs (Rouse, 2004) those demands are all beyond "love/belonging" level which is unsophisticated and simple. However, with other factors combined with sports in this modern society, the sports become more and more complex compared before. Take Olympic Games for instance, the commercialization and professionalization of sport is not only a key factor to accustom the modern sport to the society, but also an outcome of the capitalistic society. In the same way, the modern Olympic Games played a major paradigm within the sport or society and intended to pursue the commercial benefits. Besides, the organizational, political, economic, and cultural power have reciprocally predominated the structural relationship of the modern Olympics' sport commercialization, and have changed the needs of the related organizations of International Olympic Committee, thus have driven the revolution of sport commercialization (Hung, 2006). According to Slack (1998), the increased commercialization of sport has been the emergence of academic interest in the business and management of sport. For the professional sports, the commercialization is a necessary process. With the commercialization, it can improve the level of competitive sports, which means the better performances of athletes. In addition, it can

stimulate the economics of sport industries and other related businesses (Amis et al., 1999). Nevertheless, the commercialization of sports has some other issues when developing and managing it. Based on Xin-rong (2005), the entrepreneurial orientation is one of the popular topics from the process of commercialization in sports. Xing-rong indicates it seems to be over-commercialization in Olympic Games. In Olympic Games, the debt is the most distinctive influences from risk-taking. Take a look at the other issues with changing with ages, the professionalization in sports. Based on the Olympic charter (Olympic.org, 2014), the basic requirement for athletes should be amateurs to maintain the fairness and friendship of the Olympic spirits. However, athletes need to spend a lot of time and energy on training, for the purpose to present a good performance. But the costs for long-term training should supported by governments or sponsors due to the great amount of costs, in this way, the elite athletes will be blocked out by the Olympic Games because of the "non-amateur" identification. Thus, IOC deleted the regulations of "athletes should be amateur" in Olympic charter in 1980 (Chappelet & Kubler-Mabbott, 2008). The reasons for one sport becomes professional as a league or a career for players can be lists as following: (i) the population of the people who take parts in this sport and the population of spectators need comes to certain numbers, such as football in Europe, and basketball in America. (ii) the commercial operation model. The most different between professional athletes and amateur athletes is that the former one regards the sports as a method to increase the personal or group income (Whitson, 1989). For the complexity of sports as mentioned above, the most important lesson for managers or presidents to learn is the governance and management. In this study, we try to focus on the impact of commercialization and professionalization on International Table Tennis Federation, which is considered as not a mainstream sport for mankind compared with others sports, such as football, swimming, and basketball (World Health Organization, 2003), with institutional theory to analysis.

### DEPORTE COMO POLITICA INTEGRAL (SPORT AS A COMPREHENSIVE POLICY)

**Daniel Di Donata**

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La actividad física y el deporte producen importantes beneficios en la salud de las personas y ayudan a prevenir enfermedades causadas por el estrés, las cardiopatías, el sedentarismo, la obesidad, entre otras. Para el año 2030, la Organización Mundial de la Salud se propone a aumentar la realización de actividad física en un 15 % en todo el mundo, con el fin de prevenir las enfermedades no transmisibles y de establecer hábitos de actividad física y deportiva en la población. Es una gran oportunidad para generar políticas públicas y

programas integrales, claramente orientados a la salud y al bienestar, que se focalicen en cambios de conducta para mejorar la calidad de vida de las personas, y así fomentar un modo de vida activa. Por lo tanto, es necesario definir alternativas públicas y privadas que faciliten y coordinen el acceso a estos servicios al mayor público posible, junto con la adaptación de los diferentes espacios, considerando la infraestructura, los equipamientos, la movilidad, la accesibilidad, la sostenibilidad, la conectividad y la seguridad del sector. En este contexto, presentamos un modelo de gestión deportiva integral, basado en los principios y postulados del estado de bienestar, que facilita el acceso de las personas al modo de vida activa, ayuda a disminuir el sedentarismo y crea hábitos y conductas en la realización de actividad física o deportiva, teniendo en cuenta el entorno físico y social en el que se encuentran las personas. Este modelo de gestión se

debe concretar y administrar desde el sector público, destacando a la actividad física como un servicio público. Por consiguiente, es necesaria la integración y asociación del sector privado del deporte, para que en conjunto se generen acciones concretas para aumentar la participación de las personas en programas saludables de deportes. Se debe convocar a los distintos sectores del sistema deportivo, proporcionándoles la oportunidad de contribuir en la generación de ideas, proyectos y tomas de decisiones que formulen nuevas estrategias de crecimiento y favorezcan también a los diferentes grupos de interés vinculados al deporte y su práctica. Para su funcionamiento, el sistema deportivo integrado deberá contar con la estructura y recursos necesarios que mejor se adapten a esta forma de implementar una política deportiva local basada en un modelo más abierto, colaborativo, transversal y flexible.

## DEVELOPMENT OF INDUSTRY IN A GLOBAL SPORT BUSINESS PLACE

### IMPACT OF TAEKWONDO ON YOUTH DEVELOPMENT

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Lifestyles in society have changed over the past few decades such that people now tend to spend more time and money maintaining health. Participation in physically active recreation and sports has increased tremendously in recent years due to this increased fitness and health consciousness. Along with various other activities, martial arts have become an increasingly popular recreational pursuit in the world. The researcher primary concern was on the following issues: (a) magnitude of Taekwondo (TKD) marketplace, (b) Impact of TKD on youth development, and (c) How to achieve the potential benefits and value of TKD program. TKD has rapidly grown and developed in its popularity in the world. The benefits of participating in TKD are widely publicized in areas of culture, spirit, mind, and body. To a great extent, TKD's popularity and international recognition are attributable to the concerted efforts that the Korean government has made over the years to promote this sport internationally (Kim, 1997). TKD's popularity grows also in Latin America. TKD began to spread to Latin America in the 1960s after the Korean TKD masters of Taekwondo immigrated to Paraguay in 1965. According to the WTF, TKD has seen a significant growth of interest in the South American countries. For example, a Columbian national team member won a gold medal at the Youth Olympic Games and a bronze at the London 2012 Olympics. Recently aired, a program titled

Viva Taekwondo represents the popularity of TKD in Latin America. The program highlighted enthusiasm and keen interest in TKD in the Central American region (Limb, 2013). Taekwondo (TKD) has been the most popular discipline among various martial arts. For example, there are 80 million have participated in TKD in 208 countries (World Taekwondo, 2016) and also there are a total of 206 TKD competition events in the world in 2015 (Ministry of Culture Sports and Tourism, 2017). TKD has increased number of participants, organizations, and products in the U.S. There are approximately 3 million TKD participants and more than 16,000 TKD schools in the U.S. (World Taekwondo, 2017). TKD has experienced substantially widespread growth as a combative sport, self-defense system, physical fitness, and mental control training. There are several factors that influence the current growth of martial arts: (a) transformation of values of martial arts training, (b) modernization of instructional curriculum, (c) promotional efforts made by governments of the TKD countries-of-origin, (d) increased marketing efforts in the martial arts business, (e) global expansion of martial arts through sportification and formalization, (f) the diversification of martial arts products (e.g., movie and fitness program), and (g) emergence of a new genre of martial arts events (e.g., mixed martial arts competition) (Kim, Zhang, & Ko, 2009). Modernization of TKD instructional curriculum emphasizes on holistic youth development in physical, psychological, social, cultural, and behavioral perspectives. An important aspect of perceived benefits in the context of TKD is a youth participant's belief in the likelihood that this, martial arts can provide him/her with physical, psychological, social, cultural benefits (Kim et al., 2013). Perceived benefits of TKD

training are thus the participants' subjective perceptions of gain from participating. A number of studies documented that participating in martial arts affords positive psychological benefits (e.g., self-efficacy, achievement, self-esteem, self-concept, confidence, and relaxation) and a unique array of physical benefits (e.g., repetitive training, Poomsae, sparring, stretch, jump, kick, punch, breaking board, strength and conditioning, balance, strength, flexibility, and self-defense) Lakes & Hoyt, 2004; Mathes & Battista, 1985; Richman & Rehberg, 1986; Weiser, Kutz, Kutz, & Weiser, 1995), social benefits (e.g., team work, leadership skill, social skills, friendship, and equality and justice through ), cultural benefits (e.g., respect, humble person, global view, familiarity, and interaction through results and routine, diversity of people, language, Korean culture, bowing, and value education). Teenage American TKD participants viewed TKD training as a means of self-defense, physical exercise, and fun. In contrast, adult participants valued TKD training for its ability to enhance their self-confidence, self-esteem, and self-discipline (Yang, 1996). Cultural learning is the process of obtaining cultural knowledge and information to survive and thrive in a social environment and to pass that knowledge onto peers or successive generations. It is a subset of lifetime learning because the exchange of knowledge and information occurs throughout a lifetime and enhances people's behavior (Argyle, 1969; Curran & O'Riordan, 2006). At last, in order to increase youth TKD population, TKD organizations are recommended that (a) TKD should organize its global network structure for managing subgroups effectively and efficiently. A systematic network with other TKD school would assist to strategize for achievement of expansion and diversification, (b) an integration of TKD organization will help develop its structures, policies, and procedures to enhance the effectiveness and efficiency of administration, (c) Most importantly, the organization should examine research about understanding youth TKD participants' needs and wants through more systematic research.

## CAREER PATTERNS OF MARKETING MANAGERS IN TOP EUROPEAN FOOTBALL CLUBS

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Playing in one of the top European football clubs is a fantasy of many young people in the world. Likewise, many sport management students dream about a job of a manager there. And although the professional football has grown into a multi-million-dollar global business, the research on the labor market of people who are in charge of its development is limited. Therefore, the aim of this research is to explore the common career patterns leading to a managerial position in marketing in the best European football

clubs. Review of literature The exploration of individual careers is a rich field of research in the management science (Baruch, Szucs, & Hugh, 2015), even though the empirical study of managerial career patterns is relatively restricted (Vinkenburg & Weber, 2012). Savickas (2001, p. 54.) defined the construct of career patterns as "the number, duration, and sequence of jobs in the work history of individuals", the essential dimensions of the concept being time, direction of mobility (vertical or horizontal), and hierarchy, centrality, as well as function in organization (Schein, 1971). Hitherto, in the sport business, the research into careers patterns has been limited and fragmented, concerning mainly three categories of individuals: athletic administrators in the US (e.g., Lumpkin, Achen, & Hyland, 2015), women managers (e.g., M'mbaha & Chepyator-Thomson, 2018), and sport management alumni (e.g., Schwab et al., 2015). In this research a sequence analysis of LinkedIn profiles is used. The first major research step is the identification of marketing managers who work in the best European football clubs in 2018/2019 season (from the top 5 European leagues, the UEFA Champions League, and the UEFA Europe League), and who have an individual LinkedIn profile, followed by coding of their working history presented in the profiles. Despite some methodological and phenomenological issues, analyses of LinkedIn profiles have already led to, inter alia, identification of entry-level jobs held by information systems program alumni and their subsequent career development (Case, Gardiner, Rutner, & Dyer, 2013), classification of the educational and professional background of a sample of users (Dai, Vilas, & Redondo, 2018), or disclosure of human capital of organizations (Pisano, Lepore, & Lamboglia, 2017). Subsequently, the optimal matching analysis (OMA) of individual career paths is undertaken. The advantage of OMA for career patterns studies is that it treats careers as entire trajectories in which entities are intrinsically interlinked. OMA has been successfully applied to explore career patterns of artists, specialists, but also managers in various sectors and hierarchical positions (Biemann & Datta, 2014; Dlouhy & Biemann, 2015). In sports, it has been only recently used by Velema (2018) to identify migratory trajectories of football players. Results and discussion. The research is not completed yet. The full results will be available by the time of the conference. The findings will allow to identify various typical paths leading into managerial positions and to establish their relative frequency. The results will be discussed in the perspective of new vs. traditional career patterns concerned with boundaries crossing and mobility directions. Additionally, their implications for education of sport managers will be presented.

## THE MOTIVATION, PERCEPTION OF VALUES AND FUTURE BEHAVIOR OF BRAZILIAN VOLUNTEERS IN SPORTS EVENTS

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Some sports events wouldn't be able to succeed without the participation of the volunteers, independent of the size and type of the event (Fairley, Kellett, & Green, 2007). Complementarily, the motivation to participate in sports events may be different among the volunteers and tends to impact in different ways in the future volunteers' participations and in the perception of the event value for themselves and host community (Bang & Chelladurai, 2009; Yoshida, James, & Cronin Jr, 2013). In this sense, the aim of this study was to identify the motivation, future behavior and perception of value of volunteers in sports events and add utilitarian and symbolic value to volunteering at sporting events trying to assign meanings to the cities, states and country where volunteers participated and thereby provide useful suggestions to organizers of sporting events to develop effective strategies for retention and recruitment of volunteers. Review of literature Different motivations about volunteers' participations in sports events have been identified in the literature (Bang & Chelladurai, 2009; VanSickle, Pierce, & Diacin, 2015). For example, Bang and Chelladurai (2009) and Bang and Ross (2009) in the same year proposed a scale with following factors (i.e., expression of values, patriotism, personal growth, career development, extrinsic rewards, interpersonal contacts and love of sport) to measure the motivations in sports volunteers' settings. In general, studies in this perspective indicated that the greater the volunteer motivation the greater is their satisfaction with participation and the greater is the intention to continue volunteer. In addition, other researches (Biscaia et al., 2017; Yoshida et al., 2013) suggests that sport events participants tend to create different perceptions about the value of the event to the community. For example, about the hedonic value (i.e., individuals' perceptions about benefits of the event) and the symbolic value (i.e., pride of the community in hosting the event). Research method. This study was based on VMS-ISE scale proposed by Bang, Alexandris, and Ross (2009) and Bang and Chelladurai (2009). In the first step, the VMS-ISE scale was back-translated for Brazilian context. Furthermore, a content validity of the sports volunteer's motivation construct, value perceptions and future behavioral intentions was conducted through expert review. In the second step, an empirical assessment of the proposed scale was conducted through confirmatory factor analysis (CFA) and a subsequent structural equation model (SEM) was carried out to test the predictive validity of the sports

volunteer's motivation construct on symbolic and utilitarian value, and future behavioral intentions. An online questionnaire was applied for two months and after a refinement 255 responses were deemed for the subsequent analyzes. The final sample consisted of volunteer participants at events such as Olympic and Paralympic Games, FIFA World Cup, Tournaments of Golf, Marathon races, Triathlon, Trail runs, among others. A total of 55.3% participants were males and 44.7% females. The average age was 34.85 years (SD = 12.33). Results. The efficacy of the proposed model was analyzed using SPSS Statistics 25 and AMOS 25. The results showed that the measurement model including confirmatory factor analyses found to be in good fit with the data [ $\chi^2(218) = 542.52$  ( $p < .001$ );  $\chi^2/df = 2.489$ ; CFI = .93; GFI = .85; TLI = .92; RMSEA = .07]. The structural model of the study also showed good fit with the data [ $\chi^2(221) = 588.934$  ( $p < .000$ );  $\chi^2/df = 2.66$ ; CFI = .92; GFI = .83; TLI = .91; RMSEA = .08]. The SEM demonstrated that the motivation construct exhibited a positive effect on the future behavior of volunteers in sports events ( $\beta = .87$ ;  $p < .001$ ) and on both utilitarian value ( $\beta = .66$ ;  $p < .001$ ) and symbolic value ( $\beta = .81$ ;  $p < .001$ ). The model of the motivation of volunteers in sports events explains (76%) the variance of the future behavior ( $R^2 = .76$ ), (66%) of the variance for symbolic value ( $R^2 = .66$ ) and (43%) of the variance for utilitarian value ( $R^2 = .43$ ). Discussion. These findings suggest that a conducted structural equation model analysis showed that utilitarian and symbolic value and future behavior were influenced by motivations, which had a positive impact on volunteers' intention to return to volunteering and the perception of values to the host cities, states or country. The conclusions of the study have implications on the role of organization in sports events in volunteer management. By understanding different types of motivation, future behavior and value issues, managers will be in a better position to plan and organize a function to the volunteer that feel better in sports events to continuum volunteering and create better elements into recruitment campaigns.

## THE FINNISH (AND NORDIC) ICE HOCKEY MAP IS REDRAWN

**Jyri Backman**

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"Jokerit to KHL 2014": this was the biggest sports-related news in Finland summer 2013. On a well-attended press conference in Helsinki Jokerits owner Mr. Harry "Hjallis" Harkimo informed that he decided to move Jokerit from Helsinki to the Russian professional ice hockey league Kontinental Hockey League (KHL) season 2014/2015. KHL was established "to promote the successful development of hockey in Russia and other countries in Europe and Asia" and has clubs from several European countries; example

Belarus, Croatia, Latvia, Czech Republic and since 2014 Finland. The sporting and economic magnitude of Jokerits move to KHL should be borne in mind that Jokerit is one of Finland's most successful ice hockey clubs in sporting terms and one of Finland's largest ice hockey clubs in financial terms. According the Finnish journalist Kaj Kunnas at YLE Mr. Harkimos reason to move Jokerit is easy to understand: "Money, money, money." In terms of Americanization we can speak of profit-maximization à la American model (i.e. Major Leagues) has become a part of Finnish ice hockey. The main problem and research task is to analyze Jokerits move – preferably financially – to KHL considering this was a huge step away from the traditional organization of Finnish (and Nordic) ice hockey and sports in general. Method Document analysis and interviews with Jokerits owner Mr. Harkimo and the former chairman of the Finnish ice hockey federation Kalervo Kummola. Theory Americanization. The term Americanization means of tradition that American influence and culture is received/imported/forced to a country (ice hockey). Result Mr. Harkimo has moved Jokerit to KHL to develop the business of European ice hockey despite the traditional organization (sport model) of Finnish and Nordic ice hockey, even though Jokerits participation in KHL during the clubs 3 first seasons has resulted in financial loss

**体育管理的世界之声：以中国职业足球为例，论中国足球的市场化进程中存在的问题 (CHALLENGING ISSUES ASSOCIATED WITH SOCCER COMMERCIALIZATION IN CHINA)**

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体育管理的世界之声：以中国职业足球为例，论中国足球的市场化进程中存在的问题 在改革开放40周年之际，中国足球的市场化程度与人们期望的相去甚远，这从某种程度上对中国足球事业的发展产生了消极影响。本论文的问题是：中国足球市场的主要参与者及其目的究竟是什么？国家体育总局、中超公司、中国足协三者之间有着怎样的联系？它们的管理与政策究竟在多大程度上影响着中国足球？与足球产业相关的法律系统又对中国足球起着怎样的作用？与世界先进的足球产业相比，中国足球产业又存在着哪些差距？论文认为，中国足球产业的发展目前取得了进步，同时也存在着不容忽视的问题，对于中国足球的改革永远在路上。而改革过程中所产生的经验教训可以为与会各方提供借鉴与参考。

**AN INTEGRATED FRAMEWORK FOR DELIVERING OLYMPIC EDUCATION PROGRAMS**

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Delivering Olympic values-based education in collaboration with the United Nations Educational, Scientific, and Cultural Organization (UNESCO) is recommendation 22 of Olympic Agenda 2020 (IOC, 2014, p. 18). Since the 1988 Winter Olympics in Calgary, Canada, the International Olympic Committee (IOC) has directed local organizing committees to implement education initiatives targeting youth in the host region (Naul, Binder, & Rychtecký, 2017). The Tokyo 2020 Organizing Committee, for example, is launching "Yoi Don" (e.g., "Get Set"), a nation-wide curriculum for youth based on the IOC's (2017) Olympic values education program. Schools that achieve a minimum competency standard will receive a certificate. The term "Olympic education" first appeared in conjunction with the 1964 Tokyo and 1972 Munich Games as programs promoting Olympic "Peace" Education and Olympism were offered in public schools (Georgiadis, 2008; Masumoto, 2012). In 2007, 70 of the 92 Directors of National Olympic Academies and National Olympic Committees (NOCs) indicated Olympic education programs, although widely varied, were being carried out in their country (Georgiadis, 2010). In 2018, the IOC confirmed the Culture and Education Champions project establishing a network of 139 champions responsible for culture and education within their respective NOCs ("Olympic Highlights," 2018). An integrated framework for delivering Olympic education includes four dimensions: 1) the audience, 2) content, 3) resources, and 4) learning outcomes (see Figure 1). All four dimensions must be addressed in collaboration to effectively administer a meaningful program. Figure 1. Integrated Framework for Delivering Olympic Education The first dimension, the audience, classifies participants as youth, high school, collegiate, or adult. Physical education classes for youth and high school students have served as the preferred modality and target audience to incorporate Olympic-themed education while the collegiate and adult populations have been largely underserved. Several universities (Tiffin University and George Washington University) organize educational experiences in the host cities during the Olympics and the United States Sports Academy, the University of Nis in Serbia, and Universitat Autònoma de Barcelona in Spain have offered courses with "Olympics" in the title. The second dimension in the integrated framework for delivering Olympic education is content categorized under three domains: 1) motor performance and health, 2) knowledge-based areas, and 3) culture. Unconditionally, the IOC is the authority on content pertaining to the Olympic movement, however, the



primary emphasis has stressed “values education” for youth while the integrated framework has a much broader context. Binder (2007) was among the first to report on the availability of the IOC Olympic Values Education Program (OVEP) toolkit which was revamped in 2016 by the Olympic Education Commission. Advocating that “sport is a school for life”, the OVEP includes a plethora of toolkits, worksheets, free Massive Online Open Courses (MOOC), and other resources related to Olympic values and life skills. The five components of the OVEP are 1) the joy of effort; 2) fair play; 3) respect; 4) excellence; and 5) a balanced life blending body, will, and mind (“About OVEP,” n.d.). In contrast with OVEP, the content of the integrated framework for delivering Olympic education constitutes a broader scope of applicability. The domain for motor performance and health includes competition, sport demonstrations, and wellness activities. The knowledge-based domain incorporates the Olympic core values and character education in addition to Olympic history, Olympic principles, Games organization, and 21st century competencies. The third domain, culture, focuses on teaching global sensibility, multiculturalism, unity, and diversity. Resources are the third and most important dimension of the integrated Olympic education model. Program implementation requires monetary resources to finance training, materials, personnel, and/or equipment. Additionally, resources include logistical coordination (e.g., facilities and modes of delivery) and involvement from a member of the Olympic family. An educator may easily incorporate OVEP learning activities to build Olympic curriculum, but the true connection with an Olympian, Paralympian, or administrator provides the credibility to facilitate a more meaningful, lasting impression for the targeted population. The recently established NOC Culture and Education Champions project is likely to assist in identifying resources for entities planning to engage in Olympic education programming. The fourth dimension of the integrated framework for delivering Olympic education is the learning outcome. The driving force behind all Olympic Education programs should stress developing and shaping positive life-long behaviors as the single outcome. Tiffin University in Ohio (USA) recently used the integrated framework for delivering Olympic education when co-hosting Elite Sport and Culture Week appealing to all ages, ethnicities, and abilities. Programming included two-dozen Olympians and coaches addressing the Olympic core values in over 40 schools; a Celebration of Champions festival incorporating a sport and health expo and commemorating the 50th anniversary of the 1968 Olympics; the International Fair Play Committee presenting two awards of distinction; panel discussions on threat assessments at the Olympics; social engagements with the community leaders; and a three pillar challenge incentivizing youth for engaging in activities promoting Olympism (e.g. designing a national flag, delivering a report on an Olympic book,

and participating in a physical fitness program). Elite week was championed by the President of the PanAmerican Olympians Association and a college professor who obtained the necessary financial resources, venues, and volunteer support to design and implement programs. Examples of similar programs are apparent around the world from Lausanne, Switzerland organizing their 39th Olympic Week (2019) to Ukraine’s Olympic festivities at Kasazin Kharkiv National University (2015) to activities at Christ the Redeemer Primary School in Belfast, Ireland. Historically, national legislation has required a minimal introduction to the Olympics in school curriculum, especially in preparation for countries hosting the summer or winter Games (Hwang, 2018; Masumoto, 2012). For the 2016 Rio Olympics in Brazil, a year-long curriculum in public schools titled “Transforma” exposed approximately 177,000 students to new sport experiences and information on Olympism (IOC, 2015). The integrated framework for Olympic education can be used to determine whether a correlation exists between the perceived effectiveness of a program such as Lausanne’s 39th Olympic Week and the applicability of all four dimensions. Administrators planning Olympic education programs will benefit from applying the framework to ensure the effective integration of the audience, content, resources, and learning outcome.

## COMPARATIVE STUDY ON EXPORT QUALITY OF SPORTING GOODS AMONG CHINA, JAPAN AND THE UNITED STATES

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China, the United States and Japan are major producers and exporters of sporting goods. Especially, China’s exports of sporting goods account for more than half of the global market since the year of 1995. This is only analyzed from the perspective of “quantity”, but the “quality” is not taken into consideration. Obviously, if we only assess the status quo of China’s sporting goods’ foreign trade development from an absolute scale, we may ignore some essential factors, which leads to a lack of deep understanding of the development of China’s sporting goods in foreign trade. So, this paper comprehensively measured and compared the export quality of sporting goods from 1995 to 2017 among China, Japan and the United State from three levels of product, industry and country, based on the micro-trade database of CEP-II-BACI-HS1992 version. The results show that: (1) From the perspective of micro products level, the export quality of Japanese sporting goods was the highest during the inspection period, followed by the United States and China; (2) Among 26 kinds of sporting goods, there are only five kinds for China, whose export quality was higher than that of Japan and the USA, the export quality of other sporting goods between Japan and the USA or the same as

Japan; (3) The export quality of 9504, 9506 and 9507 in China were almost behind that of Japan; only the export quality of 9504 in China exceeds that of the USA but the export quality of 9506 and 9507 in China was lower than that of the USA; (4) The overall export quality of sporting goods in Japan was higher than that

in the USA and China; while the overall export quality of sporting goods in China was behind that of the USA at the beginning and the end of the sample period. The above two countries' export quality was close to each other and shows a fluctuated alternately trend in the rest of the year.

## SPORT TOURISM AND THE GLOBAL SPORT BUSINESS PLACE

### ECONOMIC IMPACT: AN ELEMENT TO MAKE DECISIONS DURING THE ORGANIZATION OF SPORT EVENTS: CASE STUDY OF THE EUROPEAN BADMINTON CHAMPIONSHIP (ELITE AND AMATEUR)

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There is an increasing number of city councils which invert public resources to organize or host on their territories sport events as a touristic appeal. Many studies have been dedicated to depicting the benefits of sport events for the local business and, even though these studies have initially pinpointed large events, there are now more and more researches on smaller events (Li & Jago, 2013; Saayman & Saayman, 2014; Salgado-Barandela et al., 2017). The reading of the existing scientific literature on sport tourism as a strategy for local development, published between 2009 and 2019 (Saeid et al., 2019), shows that sport tourism is a global growing industry and that the organization of sport events is a key tool to it. We can therefore conclude that the organization of sport events is a sound strategy, among others, to dynamize the local business of a territory. But, are all sorts of sport events equally useful? Do all events produce the same results? If not, what aspects provide the maximum impact? This study has calculated the economic impact of two sport events of the same sport discipline, comparing for the first time the results: The Elite Badminton European Championships, held in Huelva, Spain, on April 2018 and the Senior European Badminton Championships, held in Guadalajara, Spain, on September 2018. The study involves a) the analysis of intangible aspects: it weighs and identifies the influence of the organization; b) the analysis of factors inducing expenditure: (direct) economic repercussion, identifying the expenditure patterns and which variables have the highest influence on expenditure. The goal is to assess the impact of sport events on the host territory; how their characteristics might influence the decision-making process to choose the organization of medium-sized sport events, – even though these

may not produce as high incomes as larger events would do, – which, efficiently managed will however bring a large economic potential and a development for the territories. Finally, and additionally to its scientific aspect, the topic has a factual practical implementation for the better management of events through a correct, adequate use of public funding for the inhabitants. As described by Barajas et al. (2016) and Wassmeret et al. (2016), we use their methodology to calculate the economic impact in both events. Four groups have been identified: a) spectators (foreigners, time-switchers, chance or local individuals); b) athletes (players, officials and family members); c) organization (organizing committee, staff, umpires and referees and volunteers) and d) media. The domestic expenditure is calculated for each group. The data collection for the groups of spectators and athletes is directly provided by the organization. For the spectators and the media, the data is collected through a survey distributed during the event. The survey covers three dimensions: 1) sociotype (gender, age, studies, residency, work situation, family situation and medium income of the family); 2) economic impact (number of persons who have travelled; number of days spent in the host city; medium expenditure per person and per day for accommodation, food and drink, transport, and other services) and, 3) motivation (why they have visited the city; if they would visit it again; if they would recommend to visit it). In Huelva, 387 surveys were carried out to spectators and 50 to the media; in Guadalajara, 248 surveys were done with athletes (in Guadalajara there were no ticketing). Results. Regarding the economic impact generated by both European Championships, the amount collected in Huelva was 1,027,408.91€ whereas, in Guadalajara, it was 1,882,254.48€. The analysis of the data according to the groups of participation gives the following results (table 1):

	Spectators	Athletes	Media	Organization
Huelva	387,206.55€	44,250.00€	30,823.00€	510,899.64€
Guadalajara	0€	1,818,047.50€	0€	64,206.98€

Table 1. Expenditure per group of participation. The analysis of the data according to the expenditure, gives the following results (table 2):

	Accommodation	Food&Drink	Transport	Other
Huelva	397,962.96€	80,130.85€	36,961.88€	40,566.66€
Guadalajara	685,967.50€	340,536.25€	111,250.00€	680,293.75€



Table 2: Expenditure per concept Approximately, one euro spent by the public administration has generated 2.5€ in Huelva and 17.12€ in Guadalajara. Each individual (athlete and spectator) has spent an average of 89 € per person/day with an average stay of 4 days in Huelva and 163.42 € per person/day, for an average stay of 8 days, in Guadalajara. Athletes and spectators' motivation showed that 75% of them were visiting the city for the first time, 95% were in the city for the sport event and 77% had no intention of visiting it again. From the results obtained and considering the characteristics of each sport event, we can conclude that said characteristics determine the economic impact generated, even though both the sport event (Badminton) and its duration (6 days) are identical. We may conclude that: Amateur sport events produce a higher economic expenditure than Elite sport events. In the first case (Guadalajara), the highest expenditure is made by the athlete and there is no ticketing whereas, in Huelva, the highest expenditure is made by the organization, as it supports the elite athletes, and the sale of tickets is not sufficient enough. During Elite sport events, the organization supports the largest part of the cost for athletes, thus centralizing the expenditure over a few providers (scale economy), whereas during Amateur sport events, athletes tend to diversify much more their expenditure, thus benefiting a higher number of organizations. Amateur athletes spend much more than Elite athletes. Hence, Amateur sport events generate a higher economic impact than the Elite ones. Accommodation is the main expenditure for the participants at sport events. It is therefore advisable that events are organized in locations with sufficient hotel (or similar) capacity. Small or medium-sized sport events (where the sport is no mediatized) are not sufficiently appealing to produce important ticketing incomes. The main reason for the visits is the event itself therefore, it seems that sport events are indeed a touristic pull. However, nearly 75% of the visitors are not returning: it is therefore necessary that the public administrations carry out a fidelity program during the event, so as to entice visitors to visit again. For all of the above, it seems more interesting, from an economic impact perspective, to organize sport events aimed at the Amateur active consumption (practical) than at the passive consumption of the Elite (spectators).

## THE STUDY ON THE DEVELOPMENT PATH OF SPORTS TOURISM INDUSTRY IN CHINA

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On October 20, 2014, the State Council of China issued the "Opinions on Accelerating the Development of Sports Industry to Promote Sports Consumption" (hereinafter referred to as "Opinions") for China sports

industry, with a total target of more than 5 trillion yuan. Since then, the year of 2015 was called China's "First Year of Sports Industry". In December 27th of the same year, the State Sports General Administration and the National Bureau of Statistics jointly issued "Announcement of 2015 National Sports Industry Scale and Added Value Data". Sports tourism has played a very important role in the development of China's sports industry. How to develop sports tourism, what kind of road China's sports industry will take in the future has become a topic of concern for Chinese government and scholars. In 2015, the total output of the national sports industry (total scale) was 1.7 trillion yuan, with an added value of 549.4 billion yuan compared to the value in 2014, accounting for 0.8% of the GDP in the same period. In 2014, the total amount of the national sports and related industries was 1357.771 billion yuan, and the added value was 404.098 billion yuan compared to the value in 2013, accounting for 0.64% of the GDP of the year. It shows that 2015 accounted for an increase of 0.16% in GDP and the development prospect of China's sports industry is gratifying. From the detailed analysis, we can know that the total output and added value of the sports service industry (excluding sports and related products manufacturing and sports facilities) were 571.36 billion yuan and 270.36 billion yuan which accounting for the total output of the national sports industry and the proportion of added value 33.4% and 49.2% respectively. The National Tourism Administration and State the Sports General Administration jointly issued the "Guidance on Developing Sport Tourism" on December 22, 2016, which pointed out that sports are an important resource for the development of tourism industry, tourism is an important driving force to promote the sports industry; sports tourism is the integration of tourism Industry and sports industry. Sports tourism is a series of economic activities with sports as the core, with visiting, participating as the main form, in order to meet the purpose of providing relevant products and services to the public. 1 It is of great significance to develop sports tourism to enrich the tourism product system, expand the consumption space of tourism, promote the national fitness, promote the quality and efficiency of sports industry, cultivate new development force and expand the new space of economic development. On May 5, 2016, "China Sports Development" thirteen "Plan" (hereinafter referred to as "Plan") pointed out that to promote the integration of sports industry and other related industries, and actively expand the format, especially the development of sports tourism industry, support and guide the capable tourist attractions to expand sports tourism projects and routes.2 In order to support the development of sports tourism, we encourage to develop such many projects as bicycle tourism, water tourism, snow travel, rock climbing and other tourism projects, encourage the development of local sport

tourism based on their special natural and cultural resources in order to enrich the market supply and stimulate consumer demand.<sup>3</sup> Discussion. The development of China's sports tourism industry is not very long, and also has some problems in it such as a relative lack of market demand, poorly product quality, the lack of the professional personnel of sports tourism industry development and industrial business model etc. The way to improve the competitiveness of sports tourism industry and promote sustainable development, the way to promote the integration of sports industry and other industries have become the significant things to study for scholars. The National Fitness Program (2016–2020) sets the following objectives: The number of people who participated in one or more physical exercises per week by 2020 reach to 700 million; the number of people who participated in sports training per week by 2020 reach to 435 million. We can see that if we want to expand sports consumption while upgrade the consumption of sports tourism industry, we must guide more people to participate in sports activities and constantly expand the sports population, which can stimulate the sports tourism industry demand. Although the tourism industry in China has unlimited potential, but the strong natural of its resources of China's sports tourism industry lack its innovation which result in less difference from general tourism products and poor quality in sports tourism brand. As a new industry sports tourism is in lack of professional operations teams and talents, less timely and effective to provide relevant services, so that the integration of cultural and media industries to enhance product content is an important way to enhance the competitiveness of the sports industry. In the long run, the government should also actively guide enterprises to undertake sports tourism projects, make use of large projects to attract private capital into the field of sports tourism to further expand the market. The author will set out from the following four key points: sports tourism market demand; sports tourism brand building; sports tourism industry integration; sports tourism project innovation. Constructing the Development Path of the "13th Five-Year Plan" of Sports Tourism Industry in the following details: Expanding the sports population to create market demand; integration of tourism resources to build sports tourism brand; integration of cultural and media industry in order to enhance the competitiveness of sports tourism industry; using of private capital to development sports tourism project under the guidance of the government.

## COMPETITION BETWEEN HIGH-ALTITUDE ADVENTURE TOURISM DESTINATIONS (MT-BLANC, KILIMANJARO, ACONCAGUA, EVEREST)

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The ascent of mountain summits participated in the election of tourist destinations and development of multiple activities (accommodation, guiding, portage, development and equipment of mountains...). Nowadays, some of these destinations are emblematic, and are popular places for high-altitude adventure tourism on most continents. At the same time, with globalization, they are in competition with each other and must make the effort to increase their notoriety and attractiveness in order to ensure the economic sustainability of the destination and its actors. Review of literature It was during the 1970s and 1980s that adventure tourism was created and developed, inviting the generally well-off clientele to travel on foot. Trekking is combined with the ascent of not difficult summits, and the first specialized travel agencies are formed (Passavent, 1996). In Europe, destinations mainly concern the Alps, where travel logistics are easy to organize due to the existence of refuges that allow roaming. But, over time and the interest of the customers, other more exotic and distant destinations are also put in tourism. During the 1980s and 1990s, this adventure market is expanding and, worldwide, many travel agencies specialized in certain destinations, such as Everest (Krakauer, 1997), are created. It is in this context that the great summits of the continents were somehow put in tourism: since Mont-Blanc which attracts about 20,000 candidates to its ascent per year, Kilimanjaro (more than 16,000), Aconcagua (3,000) or Everest (between 800 and 1,000). Research method (if applicable) The research method is twofold: it consists, on the one hand, in the analysis of documents and literature relating to all destinations (park regulations, event relations by the print media or the Internet, research articles ...); on the other hand, field observations on three of the four destinations concerned. Results. Three of the four destinations require a fee for access to the park and/or the summit (Kilimanjaro, Aconcagua, Everest). Mont-Blanc is the only one that (at the time of writing the summary) remains open access, following a philosophy specific to mountaineers and mountaineering institutions in Europe. Three of the four destinations (except Kilimanjaro) do not require the mandatory use of local guides and staff. However, the conditions of the base camp approach and the summit make two of the destinations (Aconcagua and Everest) conveniently conducive to hiring local staff (especially for baggage transport and accommodation infrastructure: tents, etc.). The issue of safety has taken an important place in these destinations, whether it concerns the natural risks involved (the dangers of the mountain itself) or

the health risks (altitude adaptation). Therefore, local authorities enact bylaws (Mont-Blanc, Kilimanjaro, Everest) or they set up medical structures for the surveillance of tourists (Aconcagua). At the same time, some agencies develop by themselves policies to secure their customers, particularly in terms of health: daily verification of oxygenation and heart rate, hyperbaric chambers, oxygen bottles... On the other hand, the authorities are more and more attentive to the question of the environment, a clean mountain constituting a positive factor in terms of attractiveness. So, items have been added to the regulations (Kilimanjaro), bags for waste provided (Aconcagua), and sometimes required security deposits (as in Nepal). In the context of globalization and the development of air transport, destinations of high altitude tourism are fragile because of climate change (danger of warming for the safety of mountaineers: rock and ice landslides...), by their mutual competition, and by the fact that they are “economic and tourist niches” and therefore very sensitive to the volatility of the clientele. Therefore, the actors must be aware, for the good image of the destination and its international attractiveness, of the need to work together while having identified the major problem that they must face and solve, this beyond their personal interests. The sociology of organizations thus defines the existence of a “local order” and an “organized action” (Friedberg, 1983). The local order is composed by all the actors of the destination who interact: Ministry of Tourism, Park, local political authorities, tourist operators, various service providers ... And organized action is the operational reality of this order local. For example, regarding the safety of high-altitude sport tourism destinations' customers, if all the actors do not share a common view and do not organize themselves to do so, the reputation of the destination will be negatively impacted, even if the confrontation with the risk (of the death) can constitute as such an attractive aspect (Canetti, 1966). Thus, there is at Aconcagua (Rio Horcones route, Plaza de Mulas base camp) a medical team in connection with the hospital in Mendoza to monitor the health of candidates for ascension. Similarly, in Kilimanjaro there is now helicopter rescue when needed at the same time that some tourist operators have increased the attention to their customers (increase of a day of the duration of the ascent, hyperbaric chamber and oxygen bottles ...). In Mont-Blanc, the Mayor of the commune of Saint-Gervais (normal way, therefore the busiest) has taken a bylaw to require a minimum of equipment on the part of climbers (August 17, 2017). Today, the creation of a “climbing permit” is envisaged, equivalent to the total number of places (214) in the refuges of Nid d'Aigle, Tête Rousse, and Goûter. But this without consultation with the Mayor of Chamonix where is the other French route (by the cableway of the Aiguille du Midi, the Cosmiques refuge, and the way of the Trois Monts), very technical way. In the case of Mont-Blanc, the

easiest access destination (train, road, cable car, cog railway), the public actors (communes of Chamonix and Saint-Gervais) do not cooperate, because they are in a situation of competition of notoriety.

## **ALL BLACKS AND BRAZIL: ALL BLACK'S BRAND INFLUENCE IN BRAZILIAN RUGBY FANS**

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The economic development and professionalization of sport made it a profitable business that transcended national barriers with sporting organizations acting increasingly at a global level, driven by growing globalization and new media (Dickson & Santos, 2017). In this context, clubs and national teams of the most varied modalities have gained worldwide projection, which has allowed them to broaden the fan base, now located anywhere on the planet, and to create new businesses that generate previously unlikely revenues (Chanavat & Bodet, 2009; Dickson & Santos, 2017). In this scenario, European sports clubs have quickly discovered that a sports team has enormous potential to build its brand value, capitalizing on a relationship it shares with its fans (Richelieu, Lopez, & Desbordes, 2008). Thus, the sports organizations demonstrate, through their strategies, a global thinking and expansion of their brands to the foreign markets (Chanavat & Bodet, 2009). And although sports related to the Olympics, the Football World Cup, the NBA and the Super Bowl, certainly come to mind when one thinks sports globally, other sports also confront and negotiate expansion on a new global frontier (Jackson, Batty, & Scherer, 2001). In rugby, for example the sport has been transformed into an entertainment spectacle, making it more attractive, more global and consequently attracting more attention from the sponsors through its main players and teams, highlighting the selection of strategically selected New Zealand by a global sports brand since 1999 (Jackson, Batty, & Scherer, 2001). In Brazil, the Brazilian Rugby Confederation (BRu) currently has 16 sponsors, accounting in 2017 for approximately R\$ 10.3 million from resources received from partners (Favero, 2018). For CBRu, the country's fan base is relevant and growing rapidly, as well as being profitable and loyal to sponsors (Confederação Brasileira de Rugby, 2016). Thus, the objective of this research is to verify the influence of the All Blacks' brand on the buying decision of the Brazilian fans. Methodology. This research is characterized as descriptive, quantitative approach and performed by the survey method (Creswell, 2007; Veal & Darcy, 2014). The survey was conducted live with fans who watched the friendly match between the Brazilian rugby team and Maori All Blacks on November 10, 2018 at Morumbi Stadium in São Paulo City, Brazil. To that end, a four-point questionnaire was used

before the match, elaborated by the cross between the elements of the ladder of involvement of the fans and the connectors that connect the fans to the sport indicated by Rein et al. (2008), with 35 questions to identify the reasons that led the fans to go to the game, their relationship with the All Blacks, and questions about the profile of the interviewees, being the sample determined by convenience and non-probabilistic (Hair et al., 2014). The data obtained are being analyzed through descriptive statistics and exploratory factorial analysis (Farias & Laurencel, 2006; Hair et al., 2014). Results, Discussion and Implications. The research obtained 117 responses and by the time of submission (February/2019) data were in the final analysis process. It was identified that 72% of the respondents stated that they were more motivated to watch the All Blacks than the Brazilian national team. About their connection with the All Blacks, 73% said they follow the team on social networks while 70% indicated they watch New Zealand's matches on television. However, only 56% of the respondents stated they consume All Black's products. Finally, 52% said they went to the match only to see the "Haka", a traditional Maori dance and symbol of the New Zealand team. With these results it is possible to verify the high influence of All Blacks' brand, as well as its main symbol, the "Haka", in the purchasing decision of fans who went to watch the match analyzed. Most respondents follow the New Zealand team through social networks and television, however, by comparing the number of people accompanying them with those who consume products related to their brand, it is observed that there is potential for the brand to increase sales of official products among Brazilian fans as well for the development of a broad marketing strategy aimed at Brazilian fans/consumers of rugby.

## RESEARCH ON THE INFLUENCE MECHANISM OF NATIONAL FOLK SPORTS TO TOURISM DESTINATION UNDER "ONE BELT, ONE ROAD"

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The National Folk sports as an important target to attract tourist destination, the mutual influence between the two appeared continuously. Based on the symbiosis theory and the theory of sustainable development, from the eighteenth big puts forward "five one" the perspective of national construction target, using the method of documentary, expert interview, field investigation, case analysis and other research methods, from the political, social, economic, cultural and environmental system in five aspects elaborated our country folk sports and the mechanism of interaction between tourist destination, in order to follow-up our country folk sports events impact on the tourism destination the construction of index system to establish theoretical basis. The result shows: the

Chinese national folk sports and tourism destination is influence each other, promote each other; Show the higher degree of symbiosis and correlation degree, is a kind of symbiotic mode; National and local policies and regulations is the guarantee of carrying out, development of folk sports, national and regional economic development is fundamental, in the development of folk sports culture is the soul of folk sports and traditional inheritance development, society construction is a condition of the development of folk sports, ecological civilization construction is the foundation for the development of the national folk sports heritage; China's national folk sports tourism destination in the future development trend of green, ecology, environmental protection and sustainable.

## INDICATORS FOR MEASURING THE EFFECTIVENESS AND IMPACT OF HOSTING MID-SIZE INTERNATIONAL SPORT EVENTS IN TAIWAN

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Sport event hosting is viewed as an important tool to bring tremendous impacts upon humans, society, cities as well as nations. The academic community and sport event practitioners have already spent enormous effort to investigate its impact. Furthermore, the research showed that the sport event industry has shifted toward the Asian continent due to the economic growth in this region. A report in Taiwan revealed that roughly 100 international sporting events were held yearly in Taiwan between 1999 and 2012. Economic impact studies for international sporting events also have been conducted in Taiwan. However, it would not be suitable to use the same framework to assess all sport events. Scholars addressed that the scale of the international sport event varies and mentioned that events with different scales create to different impacts. Furthermore, an indicator system is required for the sake of various functions, including monitoring, assessing, comparing, communicating and tracking in sustainability evaluation. Nonetheless, these issues have not received sufficient attention in Taiwan in terms of justifying of the public policy for bidding and hosting of international sport events. Therefore, this study attempts to identify the indicators for measuring the overall impact of hosting medium scope international sport events in local cities in Taiwan. Furthermore, as a result of the similarity of the political structure as well as the governance system in the sport event hosting, the result of this study would be used as a reference tool for other Asian cities as well as mid-size event organizers. This literature section begins by discussing issues in indicator development followed a review of literature on the scope of four dimension of sport event impacts: economic, social, sport and environmental. In light of indicator development, tourism studies demonstrated that three main issues

should receive more attention while developing tourism indicators. First, a participatory approach is utilized to recruit various event stakeholders. Secondly, a holistic assessment incorporating economic, social, and environmental analyses should be considered. Thirdly, the number of indicators have a demonstrable impact upon how they are properly managed. Several findings of event impact studies are summarized below. First, the economic impact of sport events has received research devotion since the 1980s. Such an impact analysis was commonly utilized to justify the rationale of public investment. Based upon the review of literature, the most prevalent indicators are: number of participants/spectators, organizational spending, bed nights, duration of stay, job opportunities, spending by out-of-town visitors, number of unique spectators, and additional local income. Second, the scope of the social impact is widespread and categorized into areas of economic opportunity, image enhancement, urban regeneration, social/cultural exchange, community development, well-being, human capital and social capital. Thirdly, the environmental impact did not obtain the attention from the academic community or event organizers until the late 1990s. Nowadays, environmental sustainability is deemed to be a required practice to reduce the negative impact associated with activities of a sporting event. Previous studies demonstrated that several indicators have been selected: the carbon footprint, food and drink consumption, direct emissions resulting from participants'/spectators' travel activities, use of recycled products, energy and water consumption in the event-related activities, waste disposal of the event-related activities, using environment-friendly automobiles, implementing green purchase and procedure, and the ecological footprint. In addition, previous studies pinpointed that sport development is viewed as built-in benefit while hosting international sports events. Objective and subjective data are collected to measure the effect of a sport event upon sport development. The objective data referred to the registration/participation number of a particular sport. Such an information comes from sport organizations. The subjective one means that measuring attitudinal and behavioral change in sport participation resulting from a sport event. Also, several positive externalities are utilized to demonstrate the effectiveness of the sporting impact, including increased interest of the local community for this sport, personnel development for this sport, media coverage, opportunities to use of a modernized stadium, and relationship-building among event stakeholders. This section contains the introduction of the methodology, selection of research participants, development of the research instrument and an issue related to the validity. First, the Delphi method is employed to identify sustainable indicators of international sport events in Taiwan and rate the suitability of these impact indicators. This method allows the researchers to invite a group of

knowledgeable experts in any given field to share their opinions on a particular issue and solicit contributions from these individual experts through iterative survey rounds. Secondly, the purposive sampling is used to select representatives from stakeholders, such as relevant government departments (e.g., sport and tourism), national sports federations that have been consistent in organizing international sport events, national sports media, and the academic community in sport, economics, and tourism. Non-Taiwanese Scholars, whose research focus is related to sport event impact or who possess plenty of teaching experiences in sport event management, are selected for obtaining thorough and trendy information. Open-ended questions are used in the first round survey while closed-ends ones with the 5-point Likert scale is used for following rounds' survey. Three rounds of survey will be executed. To understand the degree of agreement in each quantitative question, the interquartile deviation will be used. If more than 70% items are reached in the agreement level, this may stop the survey. More importantly, the impact indicator is selected if 80% of participants rank the item at level 4 (important) or higher. Furthermore, to strengthen the validity of the data, members of the research team and an external expert examine the raw materials of this survey and discuss the findings of the Delphi survey frequently. The expertise of these participating panelists also is the key to improve the trustworthiness.

## SPORTS EVENTS EVALUATION IN THE GLOBAL SPORTS MARKETPLACE

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With the development of economics and society, the importance of sports events catches attention of government and market. The benefits of various of aspects from holding sports events have been noticed. For precisely measuring the benefits that from sports to the city or society, scholars are committed to build scientific indicator system for events evaluation. But under different situations, researchers should choose or modify the system to match the event that being evaluated. This essay discussed the influential factors of choosing and modifying the evaluation system for sports events in the global sports marketplace. This essay tried to find the influential factors of choosing and altering proper system under different situation by analyzing and summing up several typical sports event evaluation systems' details, characteristics, commons and differences. Many scholars have given the definition to sports events. According to Chinese scholar Ye (2003), sports event is a special event that provide competition products and related service products. It's scale and form are restricted by competition rules, traditional customs and various factors. It has the characteristics of project

management, organizational culture background and market potential. Able to cater for different participations and share the needs of the experience. Achieving a variety of goals and objectives, impacting social, cultural, natural and environmental, political and economic, tourism and other fields. Able to produce significant social, economic and comprehensive benefits. Combined with other researches we can find that most of scholars define sports event in the field of special event. In 1998, Damd C. Watt described the special event as a one-time event that caters to a particular need at any given time. Local community events can be described as an activity designed to involve local populations sharing experiences of beneficial bilateral interests. To conclusion of the definition we can find that the beneficiaries of sports events are diversified, and their benefits involving various aspects. The first system is from Tian Jing (2011), she used Delphi method to build the evaluation system of the impact of large-scale sports events on urban development. First of all, this system divided the impact into 4 aspects which are economic impact, social life impact, population impact and ecosystem impact. Each indicator item has its standard of measurement for quantitative assessment. Secondly, this system is used for large-scale sports events. According to the widely used classification criteria for sports event, all kinds of sports events can be divided into mega-events, hallmark events and major events. But Chinese scholar Ye according to the stander above to altered the way of classification criteria as super large-scale events, large-scale events and general-scale events. Table is on the impact of large-scale sports events on urban development. The second system is from Huang Haiyan, an influential scholar of the field of sports events related research in China, who used triple bottom line assessment framework divided the impact of sports events to holding places into three parts which are the impact of economic, the impact of society and the impact of environment. Each of the impact has its positive aspect and negative aspect as well as more detailed evaluation norm. This system is wildly used in sports events evaluation now. Evaluating group can add, delete or alter any norm in order to adapt the reality. table 2 Sports events comprehensive impact assessment system Sports events comprehensive impact assessment system Economic impact(positive) Economic impact(negative) Social impact(positive) Social impact(negative) Environment impact (positive) Environment impact(negative) The two systems above are typical and widely-used evaluation system. Of course, there are other system coming from different theories, and for different kinds of sports. To conclusion my research and known systems, there are 4 factors should be considerate into choosing and alter the evaluation system. First of all, the holding places. Different countries and cities have their own characteristics and the aims of holding events. According to the real economic terms and society,

choosing and altering the system that well-matched and able to be measured. Secondly, according to the classification of the events. Thirdly, fully consider the aim of holding events and fasten more importance on the aspect which is related to the target. Fourthly, sports event has three phases which are preparation before the event, during the event, and after the event. The evaluation system for different time of assessment work should also be changed accordingly.

## TEMPORAL-SPATIAL CHARACTERISTICS AND INFLUENCING FACTORS OF TFP IN CHINESE SKI RESORTS: TAKE BEIJING AS EXAMPLE

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The winter sports industry is an important part of China's residential reception industry, while also the core content of sports industry in the future, since the successful hosting of Beijing-Zhangjiakou Winter Olympic Games. Nowadays, with no doubt that it has served as an important industrial base within the Chinese sports tourism industry. This has led to the continued investment boom in the winter sports industry and winter sports characteristics town, especially the most characterizing ski resorts, driven by the interests of the parties that have brought about this rapid development. However, the development scale and speed cannot keep pace with quality and efficiency, which constrains sustainable development of China's winter sports industry. Systematic study of the efficiency of ski resorts is greatly needed to improve the industry's extensive development. Current paper systematically constructs a DEA-Malmquist model to explore the total factor productivity (TFP) and spatial and temporal characteristics of these ski resorts, taking data on facilities in Beijing since the successful hosting of the Beijing-Zhangjiakou Winter Olympic Games. A measurement model of dynamic panel data is constructed and a SYS-GMM method is used for further analyzing the influential factors and their mechanisms. Following hypotheses are proposed: (1) The TFP of ski resorts generally increased during the period examined, and might be at a relatively low growth rate; (2) The growth might be mainly driven by technical progress rather the technical efficiency, and the growth of technical efficiency is unremarkable, which makes it difficult for the technical progress to boost TFP growth; (3) Taken from the standpoint, the TFP of most ski resorts in Beijing might also show positive growth over the examined period. The TFP indices of ski resorts in different districts might show characteristics of uneven spatial distribution. (4) And there will be different reasons behind the differences among districts. Through analysis of the resorts' own factors and environmental conditions, informatization, industrial agglomeration, tourism development, the nation's

Open Door policy, urbanization, and human capital might have positive effects on TFP, while capital investment and real estate market development might have negative effects; (5) However, the mechanisms of action will be not consistent, the positive impacts of urbanization and information technology might be the most prominent, and capital investment might have negative effect. Keywords: ski resorts; total factor productivity; DEA-Malmquist model; SYS-GMM estimation method

## HOST-GUEST CONNECTIONS AS A DRIVER FOR EXPANDING GLOBAL AWARENESS OF PROFESSIONAL SPORTS CLUBS AND LEAGUES

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While technology is changing the way professional sports are consumed, there is still the need to put ‘bums in seats’. Also directly affecting the consumption of professional sports are the influences of globalization and glocalization processes (Giulianotti & Robertson, 2004; 2007), as well as the internationalization of sport tourism (Schwarz, Jamieson, & Pitts, 2015). Administrators of professional sports leagues and teams need to consider these forces to remain competitive, relevant, and innovative. In the context of professional team sports, brand “is the most important asset of a sport club” (Bauer, Sauer, & Schmitt, 2005, p. 497). With the current globalization forces shaping the sporting industry, it is not surprising to observe the development of professional sport teams as global brands. It has been noted that global branding is becoming more and more important for sport clubs as it offers opportunities to strengthen the reputation and prestige of the brand (Richelieu, 2016) and grow the business and fan bases (Richelieu & Desbordes, 2009). There are different internationalization processes through which a sport team’s brand can achieve global status. Conceptual models tested with case studies of successful sport teams such as FC Barcelona identified four stages through which a sports team brand can be leveraged to achieve global levels – local, regional, national, international continental – and four strategies – brand reputation, brand affinity, brand challenger, brand conquistador (Richelieu & Desbordes, 2009; Richelieu, Lopez, & Desbordes, 2008). However, Richelieu, Lopez, and Desbordes (2008, p. 35) cautioned that “cultural differences may be the primary obstacle to developing internationally accepted brands and communicating with global consumers” (Jun & Lee, 2007, p. 474). A more recent advancement in the conceptualization of the global branding of a professional sports team is the development of the ‘Integrated Marketing Strategy on the Internationalization of Sport (IMSIS)’ by Richelieu (2016), which was derived from a more comprehensive study of 46 European and American teams. This model

identified key internationalization strategies a sport team (club) could implement to globalize their brand: glocalization, storytelling, sportainment, co-branding, and involvement of fan-actors. As sport organizations want to expand their global reach, they must integrate their financial, social, and branding objectives through the incorporation of appropriate resources, a sound vision, quality management processes, extensive networks, and integrated technologies (Richelieu, 2016). In addition, this delivery of the brand must be implemented with complete authenticity by building trust between all pertinent stakeholders especially fans, in consideration of the global transformation of the sport industry ecosystem (Richelieu, 2016). At the local level, sport fans are a critical component of the success of the sport team brand (Bauer, Sauer, & Schmitt, 2005; Richelieu, 2016; Richelieu & Desbordes, 2009). New ways to engage local fans is a growing concern (Euchner, 1993; Foster & Hyatt, 2008). An innovative way of developing sport products could be to leverage on the processes of glocalization “whereby the specificities of the local culture generatively interpenetrate the contingencies of global networks and flows” (Andres, Batts, & Silk, 2014, p. 261). Another key influencer has been the growth of the internationalization of sport tourism as related to engaging fans (Schwarz, Jamieson, & Pitts, 2015). Recent studies have indeed pointed out that people travel overseas to attend professional team sports (Nishio, Larke, van Heerde, & Melnyk, 2016; Smith & Stewart, 2007). Kerr and Gladden (2008), who noted that an important characteristic for global development was “for those teams with strong brands to create tourism components of their organization to maximize revenues and optimally control the experience of these visitors making pilgrimages” (p. 72), further validate this. This suggests that sporting clubs could explore creating partnerships with tourism organizations experienced in working with foreign travelers in order to remain relevant and competitive in the global sporting market, such as by leveraging the new ways for international sport enthusiast travelers to experience the world and more specifically sport-based experiences at the destinations that they visit. Building on the trends of globalization and glocalization as related to the engagement between global sport travelers and local fans, a study was conducted to investigate what factors drive professional sport fans to host an international traveler at a regular season game. An online survey was sent to 10,000 individuals who were part of a professional football league’s online community set up for fans to provide opinions, ideas, and experiences with the league. The response rate was 22.54% (n = 2254). Of this sample, 1734 said there were interested in hosting an international tourist at a home game of their club. Following an initial analysis and exclusion process of the qualitative responses collected through the open-ended follow-up question, 1222 valid responses were analyzed. Content qualitative analyses

(Schreir, 2012) was used to analyze the data, i.e. a coding process to develop categories, followed by a descriptive statistic representation of the categories. The individual responses were first coded in an open inductive manner, with researchers coding the data in an a priori fashion, not guided by pre-conceived theoretical underpinnings. Data was coded according to a realist perspective in that the researchers did not code for underlying assumptions and meanings. Each researcher coded the responses independently and categories were created, merged, and finalized by consensus. Results showed six major themes as to why professional sports fans would be interested in hosting an international traveler at a regular season match. These included connections with people (52.78%), being a game promoter and influencer (42.55%), the qualities of the game (40.92%), the game experience itself (32.08%), experiencing local life and culture (17.35%), and a distinct experience for the traveler (14.57%). This study could be replicated for other professional sport organizations to determine the best way to build the reputation and affinity of their brand with a focus on building their global audience. It also provides additional opportunities for current fans to act as ambassadors of the sport organization through the host-guest interaction. Furthermore, it can be a catalyst for connecting professional sports leagues and teams with destination marketing organizations (DMO) to use regular season games as drivers of international travelers to host communities.

## RIO DE JANEIRO AND THE 2016 OLYMPICS: A LONG-LASTING LEGACY

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Hosting the 2016 Olympic Games in Rio de Janeiro constituted a unique opportunity for the diversification and enrichment of its tourism product and cultural heritage. Increases in tourism and brand image are two common legacies expected by mega event host cities. In the pace of change that a host Olympic city undergoes, local identities and cultural heritage are re-shaped. Thus, the resulting changes in a host city's sense of place can be traced to the facets that its heritage and reinvented identity take in its interplay with the Olympics. The Rio Convention Bureau expected increasing numbers of tourists by 10% each year after hosting the Olympics until 2018. In the sense of event signaling the Olympics are therefore seen as an instrument to increase the attractiveness of a destination. This study examines the effects of the Olympic Games on Rio's cultural tourism and the city's potential to leverage the Olympic legacy in synergy with its heritage to enhance its tourism product during the post-Olympic period. Theoretical Considerations and Literature Review. The analysis of the economic impact of sport mega events is always a very controversial

debate amongst economists. Event impact studies focus on event legacies of the event in general and different methods to evaluate them (Holt & Ruta, 2015; Preuss 2007; Solberg & Preuss, 2007). Legacies of mega-events are multifaceted involving long-term economic, tourism, social, and/or environmental outcomes for the host city/region and events are considered as an important tool of place/destination marketing (event signaling) (Preuss, 2007). Therefore, investments must fit in the city's long-term plan to make the event economically successful. The examination of how to utilize Rio's post-Olympic assets for cultural tourism development can be grounded upon the theoretical and conceptual framework of legacy planning of the Olympic Games and event leveraging. Method The study combined both qualitative and quantitative methods. It is based on a "bottom-up" approach by analyzing all related structural changes and their influence on tourism-specific factors. Data was conducted from the Pre-Event Phase until the Post-Event Phase (2015–2018). A qualitative research approach was employed to provide an in-depth analysis of the issues under study pertaining to how hosting the Olympics affected Rio and its potential to be a tourism destination. The methods of data collection included a case study approach as well as semi-structured interviews with Rio's officials and review of archival material regarding the city's tourism plans. It also includes a literature review on Rio de Janeiro's 2016 Olympics to identify the sport facilities and regeneration projects, which constitute the Olympic legacy and heritage. Based on that, an analysis was undertaken, by collecting official documents about the 2016 Olympics. Results. However, the successful organization of the Olympics left a valuable intangible and tangible legacy for Rio de Janeiro, enhancing its heritage and tourism infrastructure respectively. Given the unrealized aspiration of harnessing the post-Olympic facilities, this study examines the potential of Rio to exploit its Olympic legacy for the development of cultural tourism. This attempt seeks to synthesize a common ground for sport and cultural tourism development in Olympic cities by focusing on Olympic tourism in the post-Games period as it relates to the use of Olympic legacy and post-Olympic assets. Hence, the Games contributed to the multifaceted representation and reconstruction of the city's identity and cultural heritage. Although the potential afforded from the post-Olympic Rio remains unrealized due to lack of strategic planning/management. The study concludes that there is a need to develop cross-leveraging synergies between the Olympic legacy and cultural tourism for the host city to maximize the benefits of Rios' legacy and heritage in the city's tourism development. Discussion and Conclusion. Nevertheless, the interplay of global changes and city responses (or lack of) has not yet resulted in the increase of Rio's competitiveness. To the contrary, Rio's



economic sectors and tourism continue steadily to decline without effectively exploiting its cultural heritage and post-Olympic status. Whilst Rio's cultural tourism product has preserved the potency of its classical character, there has been little effort to reorganize and diversify this product mix by incorporating a variety of cultural/heritage elements. The impact of hosting the Olympics is multidimensional, Olympic Games heritage must be further studied and understood to effectively encompass a long-lasting legacy in the strategic marketing management of a city.

## DEVELOPING A SPORT TOURISM PARTICIPATION MODEL FOR THAILAND

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There was a small but emerging body of work responding to the call for greater theorization of the area of sport tourism. For instance, Preuss (2005) outlines methodological considerations in understanding economic impacts while others such as Crompton (2006), Kasimati (2003), and Hudson (2001), have contributed to a small but growing body of literature that has been concerned to ensure that economic impact assessments are methodologically robust and theoretically meaningful. Hall (1992) proposes a conceptual framework for adventure, health and sport tourism, plot the level of activity

against the level of competitiveness to derive a nine category matrix. Standeven and De Knop (1999) use the active/passive distinction, alongside a number of other subdivisions. Glyptis (1982) implies that the level of importance attached to sport tourism is a key factor. The study aims to build a sport tourism participation model that is applicable to Thailand. It is my purpose to find an optimal model the represents the ideal sport tourism participation in Thailand. The hypothesized model should entail various implicit factors such as decision making nature, lifestyle, expenditure, participation, technology, and sport nature. A stratified purposeful sampling is used. Sampling in this way illustrates subgroups and facilitates comparisons among them. Subgroups are Thai nationals in various roles: sport tourists, sport tourism business owners, and policy-makers from the government sector. Collection of data are directed towards document and print sources regarding public policy, law, and rules on sport tourism participation, coupled with focus group interviews that allow for increased richness of response through synergy and interaction, clarifies and extends findings yielded by other methods, describes complex interactions. The main findings of this research also provide practical implications for sport tourism practitioners who can capitalize on the factors in this study in expanding their sport tourism business. The Ministry of Tourism and Sport of Thailand can reflect on the findings and set a policy to facilitate the growth of the country's sport tourism industry.

## SPORT MARKETING IN A GLOBAL SPORT BUSINESS MARKETPLACE

### THE ANALYSIS OF HUAWEI FOR SPORTS MARKETING STRATEGY

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At present, the world economy is developing rapidly. with the continuous opening up of China market economy, domestic enterprises are increasingly facing fierce competition from domestic and foreign companies. In fact, the competition among enterprises is the competition of marketing. To stabilize and grow healthily in the increasingly fiercely competition market. more and more enterprises beginning to seek a "low-input, high-yield" cost-effective marketing. With the features such as affinity, interactivity and communication, sports play a media role between enterprises and consumers, and build a bridge of communication of businesses and consumers. Which attract consumers' attention and also get recognition and attention from relevant enterprises. The marketing campaign That companies use branded

communication, through sports events, that is sport marketing has embarked on the historical stage, and new hands. But in the new media environment, the sport process has obvious deficiencies under gradually become a fruitful means for enterprises to gradually introduce new products and new brands to the market, but in the new marketing environment. Under the background of the tremendous changes in the new media environment, there are obvious deficiencies in the sports marketing process. Most enterprises still rely only on traditional marketing methods, lack of innovative marketing methods, and poor marketing results. Sports marketing has not fully played its role in the new media era. Maximum value. How to use sports marketing to promote and promote their own products in the market, and ultimately help enterprises to achieve the established marketing goals, provide useful theoretical and practical instructions for the development of sports marketing in the future production and operation of enterprises, has become the current research hot spot. Based on the existing sports marketing theory, this paper uses the literature

analysis method, case analysis method and other empirical analysis methods, combined with the sports marketing case of well-known enterprises Huawei Group, explores and studies the specific practice of sports marketing, and summarizes the successful sports. Marketing factors and processes, and provide recommendations for other companies to conduct sports marketing. This not only enriches the theory associated with sports marketing in the context of the new era, but also provides useful guidance and reference for enterprises to carry out relevant sports marketing activities, which has certain theoretical and practical significance.

### THE DEMAND AND CONSTRUCTION OF SPORTS HEALTH MANAGEMENT SERVICE SYSTEM IN CHINESE COLLEGES AND UNIVERSITIES – TAKING TSINGHUA UNIVERSITY AS AN EXAMPLE

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As the number of chronic diseases and sub-health populations in China has increased year by year, the health of Chinese people has been greatly threatened. The health problems of teachers and students in colleges and universities are particularly serious. In recent years, the survey has found that the physical fitness of college students has gradually declined. The proportion of overworked and dead students in colleges and universities has increased year by year. They do not pay attention to psychological and physical health. The lack of physical exercise has become a common problem for teachers in contemporary colleges. A phenomenon is proposed to establish a sports health management service system in colleges and universities. Taking Tsinghua University as an example, this study aims at the needs and construction of sports health management service system for college teachers and students, and aims to improve the physical characteristics of different groups of people and improve the physical education of Tsinghua University. Healthy awareness, improving the physical health behaviors of teachers and students of Tsinghua University, scientifically promoting the participation of college teachers and students in sports activities, has achieved the purpose of enhancing physical fitness, controlling diseases, improving diseases, developing healthy lifestyles, and improving quality of life and health. The health management system consists of three aspects: physical medicine integration, one-on-one exercise rehabilitation guidance and fragmentation exercise time management. First of all, in view of the health problems of teachers and students in colleges and universities, sports management personnel should combine the doctors of hospitals to conduct health checkups and physical fitness tests, and the results of comprehensive physical examination and physical examination tests, so that college teachers and

students can better understand their physical health and at the same time cultivate their attention. A sense of health. Secondly, it is necessary to carry out one-on-one sports rehabilitation guidance for teachers and students of Tsinghua University. Medical staff and sports researchers combine medical and physical education knowledge to provide accurate exercise intervention prescriptions, personalized sports nutrition programs, and personal health information files. Long-term intervention and telephone tracking, real-time monitoring and guidance of the physical health of teachers and students, has achieved the goal of individualized precision treatment. Finally, for the students and students of Tsinghua University, use the fragmented exercise time management mode for health management, and add a short-term exercise program (10–20 minutes) in the personalized exercise prescription to design aerobic exercise, strength exercises and personal physiological needs. The comprehensive exercise program is used to guide the lack of time to exercise the crowd and provide a high-quality sports health management service system for teachers and students of Tsinghua University.

### FOOTBALL SPECTATORS SATISFACTION WITH GAME AND SERVICE: A COMPARATIVE STUDY

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Introduction. Research on satisfaction has been intensified in the last decades in sport marketing and consumer behavior. Yoshida and James (2010, p. 340) defined spectators' satisfaction as "a pleasurable, fulfilment response to the entertainment of the sport competition and/or ancillary services provided during the game". The objective of this article is to compare the spectator's satisfaction level of three football clubs from Pernambuco that played in different national divisions during 2017. Review of literature: Our study choice was to split the satisfaction just like Yoshida and James (2010) who used a model with two divisions that had "Game Satisfaction" and "Service Satisfaction". On the other hand, Navarro-García, Reyes-García, and Acedo-González (2014) that used a model with three parts to build the "Global Satisfaction". Knowing both model types, the conceptual choice was the model utilized by Yoshida and James (2010). Research method: Located in the north east of Brazil, Pernambuco State have three major football clubs that divide the media attention and the public preference. The study was conducted with a sample of 213 football spectators from this clubs. The instrument was divided in two dimensions: "Service Satisfaction" (four items) and "Game Satisfaction" (three items). The



construction of this questionnaire was an adaption of two existent instruments from scientific literature about sport's marketing. To service satisfaction dimension was used as reference a questionnaire utilized by Rodrigues Silva, Pedroso, Miranda, Barros Filho, and Sarmiento (2018). The other dimension derived from Biscaia, Correia, Yoshida, Rosado, and Marôco (2013). The items were measured through a five-point Likert scale (1 = not satisfied and 5 = extremely satisfied). The instrument final version was applied online, an advertisement was publisher in social medias asking spectator to access and complete the questionnaire, during four weeks. Data were analyzed using SPSS 24.0, to evaluate whether the items were close enough to normal distribution, its skewness and kurtosis values were examined. The internal consistency of the constructs was assessed through the Cronbach's Alfa coefficients. To access group differences between the clubs, a univariate analysis of variance (ANOVA) was conducted. The statistical significance was assumed as  $p < 0.05$  level. Results: Cronbach's alpha coefficients were satisfactory ( $> .70$ ) for both dimensions ranging from .75 to .89 (Peterson, 1994). Additionally, all skewness and kurtosis values were less than 2.0. Thus, the assumption of multivariable normality was tenable (Kline, 2011). The ANOVA results indicated that the computed F values for Game satisfaction and Service satisfaction were statistically significant between the clubs ( $F(2, 21) = 37.456$ ;  $p < 0.001$ ), ( $F(2, 21) = 13.03$ ;  $p < 0.001$ ), respectively. Based on this result, the highest evaluated in Game satisfaction was the Club 1 ( $M = 3.19$ ,  $SD = .96$ ) followed by Club 3 ( $M = 2.52$ ,  $SD = .80$ ) and Club 2 ( $M = 1.83$ ,  $SD = .92$ ). According with Post hoc test of Bonferroni, significant differences occurred within all the clubs ( $p < 0.001$ ). With respect to the Service Satisfaction Club 1 had the best results ( $M = 3.19$ ,  $SD = .96$ ) followed by Club 3 ( $M = 2.69$ ,  $SD = .95$ ) and Club 2 ( $M = 2.59$ ,  $SD = .85$ ). According with post hoc test of Bonferroni only significant differences occurred between Club 1 and Club 2, as well as among club 1 and club 3 ( $p < 0.001$ ). Discussion: According with the results club 1 is the one with better results in game satisfaction, it is plausible because he was in the first football division of Brazilian championship, won the state championship and were disputing a continental championship (South American Cup). The literature suggests, that in the context of spectator sports the player performance and game quality has a strong impact on spectator satisfaction (Biscaia et al., 2013; Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013; Tsuji, Bennett, & Zhang, 2007). Complementarily, the significant differences in Services satisfaction indicate that the club 1 had the best located stadium with a better "game atmosphere" made by the club memorabilia and the facility design. Several studies contend that peripheral services and facility access influences a customer's satisfaction with the service (Greenwell, Fink, & Pastore, 2002; Yoshida & James,

2010). In summary, this study concluded that the clubs whose showed better game quality, player performances, favorable facility access and atmosphere had the higher results in game and service satisfaction.

## THE INFLUENCE OF SERVICE QUALITY ON FAVORABLE BEHAVIORAL INTENTIONS IN BRAZILIAN PROFESSIONAL FOOTBALL CONTEXT

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Football games attract thousands of spectators and have an important role in free and leisure time occupation in society. In this perspective, the ability to offer high quality services has been pointed out as a critical issue for professional organizations (Ko, Zhang, Cattani, & Pastore, 2011). Therefore, the aim of this study was to identify the influence of service quality perception on Brazilian football spectator's behavioral intentions. Review of literature: Spectators' perception of service quality has been associated with positive spectator behavior (Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013). Conceptually based on loyalty, consumer behavior in the context of sporting events for spectators has been assessed from present and past consumption and behavioral intentions (Bodet & Bernache-Assollant, 2011; Funk, Mahony, & Havitz, 2003). The literature defined behavioral intentions as indications of an individual's willingness toward a given task (Ajzen, 2005). Based on this conception, Cronin, Brady, and Hult (2000) analyzed only the favorable behavioral intentions from three indicators: repurchase, recommendation and loyalty. There is a growing interest for understanding the antecedents of football spectator' behavioral intention (Biscaia, Correia, Yoshida, Rosado, & Marôco, 2013; Phonthanakitithaworn & Sellitto, 2018; Shonk, Bravo, Velez-Colon, & Lee, 2017). Research method: The instrument used was a questionnaire composed: service quality and behavioral intentions, adapted from the model proposed by Biscaia et al. (2013). This model evaluates the service quality from ten first-order dimensions: player performance, opponent characteristics, referees, frontline employees, facility access, seat space, security, facility design, game atmosphere and crowd experience, each dimension was measured from three items. The behavioral intention measure included four items. These items were measured on a seven-point Likert-type scale (1 = Strongly disagree to 7 = Strongly agree and 1 = not likely at all to 7 = extremely likely). This version of the questionnaire included a total of 34 items. Data were

collected during aleatory matches of the Pernambuco Championship of Professional Football (2017), around the stadium before the games started. A total of 784 questionnaires were distributed, 620 were considered valid (79%). The spectator who had never attended at least one game in the current season has not been selected because this study attempted to examine consumers' decision making based on their cumulative experiences of past games. A two-step maximum likelihood structural equation model (SEM) was performed using the statistical software AMOS 24.0. The statistical significance was assumed at a  $p < 0.05$  level. Results: About the first step (measurement model), Filho et al. (2018) documented evidence regarding the instrument psychometric properties in the context of professional football in Brazil. Based on this evidence, the structural model was examined. The overall assessment of the structural model indicated an acceptable fit to the data [ $X^2/df = 2.30$ ;  $GFI = .93$ ;  $CFI = .95$ ;  $RMSEA = .05$ ]. The service quality dimensions of player performance ( $\beta = .28$ ,  $p < .001$ ) and crowd experience ( $\beta = .55$ ,  $p < .001$ ) showed a significant positive effect on behavioral intentions. Discussion. A significant relationship between service quality and behavioral intention was revealed, prior studies suggest that team performance and game quality, as well as, the crowd experience are important dimensions and determine favorable spectator' behavioral intentions, especially in football (Biscaia et al., 2013; Foroughi, Mohammad Shah, Nikbin, & Hyun, 2014; Theodorakis et al., 2013). Finally, this study has important theoretical and practical implications. This study extended the literature: tested a model in a new cultural context among a representative population. With respect to the managerial implications, the results can be used to assist managers in order to highlight the attributes related to the game quality and promote actions that generate in the spectator a sense of belonging, co-creation and effective participation in consumer environment.

## SEGMENTING SOCIAL MEDIA USERS OF PROFESSIONAL SPORT TEAMS

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Social media has provided a new dynamic in marketing (Vale & Fernandes, 2018), impacting the engagement of consumers and – specific to the high involvement context of sport – providing new ways for organizations, teams, leagues and athletes to build relationships with consumers (Filo et al., 2015). Given increasing resources are being committed by teams and organizations to manage and grow social media as a part of their business, core questions arise. Among them are how fans and consumers use social media, and how the tools and activities being resourced can be shown to deliver return on investment. The aim of the

current study is therefore to better understand the nature of social media engagement behaviors relative to professional sport teams. Key questions are; 1) How can social media users be segmented based on their online engagement behaviors of consumption, contribution and creation? and, 2) What attitudinal and behavioral differences exist between segments of social media users? Literature Review. Customer engagement (Hollebeek et al., 2011) is said to result in greater levels of connection, loyalty, trust and communication (Brodie et al., 2013) and provides a framework to understand how outcomes may result from activities such as social media. To this end, definition and categorization of Consumers' Online Brand-Related Activities (COBRA) provide dimensions of consumption, contribution and creation that have been validated and adapted to sport (Vale & Fernandes, 2018). We seek to explore how differentiated segments might emerge based on the intensity of these engagement behaviors. Method Data was collected from fans of a professional football team in Australia. An online survey was distributed via email at the end of a season, with  $n = 2043$  respondents. The survey tool included sets of questions related to demographics and social media usage as well as three COBRA constructs – consumption, contribution and creation (each with four items) to measure social media engagement of STH. Established measures for self-brand connection and loyalty were collected as well as behaviors for the completed season including games of the team attended live and watched on TV or internet. Analysis included confirmatory factor analysis in AMOS to determine a measurement model and deduce reliability of the constructs. K-means clustering techniques and follow up comparisons of means and ANOVAs to develop and compare groups of users using SPSS. Results. After testing the reliability and structure of measures, we divided respondents into two groups; users of social media and non-users of social media. 67% followed the team on social media, with predictable, significant differences between the groups with younger fans, females, and those with higher levels of fandom or attitudes towards the team being more likely to follow the team on social channels. We then sought to identify distinct clusters or groups within social media users, and assess differences between them. To do so, social media engagement measures (consumption, contribution and creation) were used as input variables as part of a K-means clustering technique. The outcome suggested four outcome groups with staged increases observed for each of the groups. Results suggest that even committed fans of a team consume in different ways and provide an empirical example of how social media users of a team can be segmented on their engagement behaviors. There are clear differences, largely operationalized via study of intensity of their behaviors. For example, low (group 1), medium (group 3) and high (group 4) intensity largely define three groups. A group

high on the lower order engagement behaviors is identified (group 2), provided evidence of prioritizing forms of engagement. Analysis of differences in groups based on behaviors and attitudes suggest that groups are significantly different. As the groups social media engagement increases, so too do their attitudes and behaviors. Discussion. Segments were developed based on the intensity of engagement behaviors. That higher social media users appear of higher value to organizations is not surprising, and presents a logical case for a professional team setting. Theoretically, results suggest that the COBRA variables represent lower and higher order levels of engagement that align with other team related behaviors. There appears value in further exploring social media engagement and its role in creating (or maintaining) higher levels of fandom. Practically, the results provide a way for organizations to better understand different social media engagement profiles and their potential impact. Limitations of the work include a reliance on a single team sample, and data of a cross sectional nature.

### THE INFLUENCE OF BRAND LEADERSHIP ON THE EFFECTIVENESS OF SPORTS SPONSORSHIP

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Attitude is an individual's overall assessment of an object, theme, or person (Rodgers 2003, p. 68). The attitude towards the sponsor has been repeatedly recognized in marketing literature as one of the main objectives of sponsoring companies (e.g.: Alonso-Dos-Santos, Rejón Guardia, Pérez Campos, Calabuig-Moreno, & Ko, 2018; Koo & Lee, 2018), since it has been recognized that the attitude is a precursor of behavior (Woisetschläger, Backhaus, & Cornwell, 2017). This research proposes an asymmetric model using the four variables of the brand leadership scale (BLS) (Chang & Ko, 2014) and congruence. The BLS scale measures consumers' perception of the quality, value, innovation and popularity of the sponsoring company's products. All these variables relating to the characteristics of the company are used to explain the attitude towards the sponsor. We use a model of structural equations using partial least squares to assess the reliability and validity of scales, and then to test relationships. In addition, we perform a qualitative comparative analysis (QCA) using fuzzy-set QCA which will allow us to consider all of the logically possible combinations of conditions that produce the expected results, supposing that different variables and different combinations can achieve the same result and that the presence and absence of a certain result may require different explanations. The results confirm the reliability (rhoA coefficient, composite reliability index, Cronbach's alpha) and validity (average variance extracted, Fornell-Larcker criterion to examine the cross-loadings and the

heterotrait-monotrait) of all scales. The PLS analysis confirmed the influence of congruence, popularity and innovation on the attitude towards the sponsor, but we cannot assume the influence of quality and value. The QCA analysis shows that none of the analyzed variables are necessary conditions to achieve the result. In general, all of the combinations are adequate since the raw coverage coefficients range from 0.25 to 0.65, and the consistency is greater than 0.74 (Ragin, 2008). Nine combinations explain 89% of the variance of attitude toward the sponsor in contrast to 61% explained by the PLS model. The three models with the highest coverage are: Innovation Popularity (.745), Value Innovation (.733), and Congruence Innovation (.721). These results have multiple implications: This is the first time that variables associated with the sponsor company's perception of the attitude towards the sponsor have been developed. This implies that sponsors can measure the success of sponsorship based on internal variables associated with the merits of its management and anticipate the convenience of sponsorship. Although the innovation variable is not a necessary condition, it is present in four of the nine models. Managers could use this information to assume a specially targeted marketing strategy, for example, in the activation and articulation of sponsorship.

### FITNESS CONSUMER SEGMENTATION BASED ON PERCEIVED QUALITY AND SERVICE EXPERIENCE

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Perceived quality and service experience have been a variables studied extensively in sport consumer as a predictor of customer loyalty (Yoshida, 2017). Few are those who have studied in the academic literature of the profiles of consumers according to these variables. Client segmentation continues to be a challenge for marketing professionals (Dibb & Simkin, 2009), although in the last years there has been a need to profile consumers of sporting facilities due to the growth experienced in this sector (Nuviala, Teva-Villén, Pérez-Ordás, Grao-Cruces, Tamayo-Fajardo & Nuviala, 2014). Therefore, it is necessary to perform new forms of client segmentation for a better understanding, commercialization, and personalization of services, due to the variety of sporting services being demanded by more diverse groups of clients. The objective of this study was to examine the segmenting the customers of fitness centers according to service experience and perceived quality. The sample was 2,860 women and 2,018 men from 54 Spanish fitness centers. Brady and Cronin (2001) scale for perceived quality and Martín-Ruiz, Barroso-Castro, and Rosa-Díaz (2012) scale for service experience was used both with a 7-point Likert-type, adapted to the Spanish context. The data was

analyzed in different phases. First a descriptive analysis was conducted to explore the profile of sample. With the purpose of testing for validity and reliability of the perceived quality and service experience scales, the subjective measures were analyzed by means of an exploratory factorial analysis to test for the unidimensionality of the construct proposed by the authors, and Cronbach Alfa to test for internal consistency. Third, the relationship among the sociodemographic characteristics that brought the client to the facility, and subjective measures were analyzed with an analysis of variance (ANOVA) to test for characteristics sensible to the variables of clients to finally, locate homogeneous groups by means of a two-step cluster analysis. All analyses were conducted with the statistical program SPSS 24.0. The results demonstrated a unidimensional scale explaining 78.79% (perceived quality) and 73.02% (service experience) of the variance. The internal consistency by Cronbach alpha index shows a value  $\alpha = .945$  (perceived quality) and  $\alpha = .950$  (service experience). The results indicated that there were significant differences ( $p < .001$ ) with the perceived quality and service experience scales with business fitness model (indirect public management, private and low cost), gender, membership longevity and previous fitness experience. Gender, business fitness model and previous fitness experience obtained a predictive index of 1.0 and membership longevity of 0.02. The cluster analysis offered seven subgroups. First cluster (12%): without fitness experience, 70.3% indirect public management, female, 6–12 months membership. Second group (8.9%): with fitness experience, 66.7% private, 65.1% female, 6–12 months membership. Third group (13.7%): without fitness experience, private, 57.6% female, 1–2 years membership. Fourth group (17.5%): with fitness experience, private, male, 1–2 years membership. Fifth group (15.3%): with fitness experience, indirect public management, 57.5% female, 6–12 months membership. Sixth group (9.1%): with fitness experience, low cost, 56.8% female, 6–12 months membership. Seventh group (23.4%): with fitness experience, private, female, 1–2 years membership. Later, an analysis of variance (ANOVA) was conducted to determine the existence of significant differences between the groups and perceived quality and service experience. In this sense, the group with high mean (perceived quality) was the sixth group ( $M = 6.29$ ). The group with better service experience was the sixth group ( $M = 5.91$ ). On the other hand, the group with lower perceived quality and service experience was the fourth group ( $M = 5.70$ ;  $M = 5.32$ ). In both cases, the differences among both groups were significant ( $p < .001$ ). The findings show different customer profiles with different perceptions. This fact helps the managers of the sports facilities to propose actions to identify clients with low quality-service experience perceptions and, consequently, to improve their fidelity. The authors are thankful to the

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## CONSUMERS RESPONSES TO ATHLETES TRANSGRESSION: PERFORMANCE LEVEL AND SEVERITY OF INCIDENT

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There have been numerous on- and off-field scandals (e.g., doping, domestic violence, and DUI) where athletes and coaches were involved. Athletes' scandal not only negatively affect athletes themselves but also affect associated entities such as corporate sponsors. In light of endorsed athletes' transgressions, companies' responses to the endorsers' transgression have varied: Some immediately cut their ties with a transgressor, while others maintained their relationships even after the transgressions. The aim of this study is to investigate how consumers feel and react to athletes' various transgressions. Literature Review. Scandals committed by athletes have different meanings to sport fans compared to other scandals because many people are emotionally connected to sports teams and players (Madrugal & Dalakas, 2008). Previous studies have shown that different factors (e.g., type of violation (Lee et al., 2013), communication strategy after transgression (Comb & Holladay, 2008), membership of the violator (Dietz-Uhler et al., 2002), moral reasoning process (Lee et al., 2015) can influence consumers' evaluation of transgressed violators. In the context of corporation's violations, Kelin and Dawar (2004) found that characteristics of companies can influence consumers' judgments and reactions. Apply this concept to individual violators, the characteristics of a violator can influence consumers' reactions. As athletes' level of performance is one of the most noticeable characteristics, athletes' performance level was selected as an influencing factor on consumers' reactions. Based on this, H1 was generated. H1: A transgression committed by a prominent athlete will induce less negative reactions (in terms of attitude and forgiveness) compared to an average-performing athlete. Secondly, although there are different patterns for various transgressions, Fincham et al. (2005) observed that "the relationship between transgression severity and forgiveness is arguably the most robust phenomenon in the forgiveness literature" (p. 861). Similarly, McCullough et al. (2003) found that the severity of the transgression is negatively correlated with one's ability to forgive a transgressor. Therefore, it was postulated that the more severe a transgression, the harder it is to be forgiven. Based on this, H2 was generated. H2: A mild transgression will induce less negative reactions (in terms of attitude and forgiveness) than a severe transgression. To examine

how an athlete's performance level (extraordinary vs. mediocre) and degrees of the violation committed (major vs. minor) influence individuals' attitude toward the athlete and willingness to forgive, a 2 x 2 between-subjects design was employed. Two realistic scenarios were developed using two fictional short-distance runners to depict different performance levels. The questionnaire was comprised of three sections. The first section described an athlete's performance level (extraordinary or mediocre) and asked the respondents the perceived performance level of the athlete using three items as well as their attitude toward the athlete on three items. The second section described the transgression by the athlete (major or minor violation) and examined respondents' perception of the severity of incident as well as their attitude toward the athlete after the violation and their willingness to forgive. An online panel service (Amazon Mechanical Turk) was employed to test the developed questionnaire. For each of the four scenarios (extraordinary athlete x major violation, extraordinary athlete x minor violation, mediocre athlete x major violation, and mediocre athlete x minor violation), a minimum of 80 participants were recruited. To test Hypotheses 1 and 2, multivariate analysis of variance (MANOVA) was conducted with two independent variables (athlete's performance level and the severity of the transgression) and two dependent variables (attitude and willingness to forgive the transgressed athlete). Results. A total of 347 people participated in the four versions of survey (two levels of performance x two types of violations): extraordinary x major (n = 88), extraordinary x minor (n = 83), mediocre x major (n = 89), and mediocre x minor (n = 87). The mean age of the respondent was 36.1 (SD = 12.62), and half of the participants were male (n = 173, 49.9%). The results of MANOVA showed that there are main effects for both the performance level of the athlete (M<sub>Extraordinary</sub> = 3.25, M<sub>Mediocre</sub> = 2.41; F (2, 339) = 16.16, p = <.001,  $\eta^2$  = .09) and the severity of the transgression (M<sub>minor</sub> = 4.12, M<sub>major</sub> = 2.86; F (2, 339) = 35.72, p = <.001,  $\eta^2$  = .17) in the respondent's reaction. Thus, Hypotheses 1 and 2 were supported. There was no interaction found between performance level and severity of the transgression (F (2, 339) = 2.29, p > 0.05). Discussion. The results of the MANOVA confirmed that individuals indeed had better attitudes toward high-performing athletes (M = 3.24) compared to mediocre athletes (M = 2.41) after the transgression. This finding indicates that the performance level of an athlete is an important factor in determining individuals' attitudes. The respondents were also more willing to forgive the athletes who exhibited better performance (M = 3.83) compared to mediocre athletes (M = 3.14). The severity of the transgression also had a main effect. This result confirms Fincham et al.'s (2005) point that the severity of violation is a critical factor in individuals' willingness to forgive. It is possible that individuals have a tolerance zone, and if

an athlete's transgression falls in this zone, the violation can be forgiven. However, if a transgression falls outside of the tolerance zone, a violator is not likely to be forgiven. More discussion and implications will be followed.

## INVESTIGATING THE SPECTATORS' ATTENTION TO THE ADVERTISEMENT OF SPONSORS IN THE LOGO TRANSITION IN BADMINTON TOURNAMENTS USING THE EYE TRACKER

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The purpose of this study was to investigate the spectators' attention to the advertisement of sponsors in the Logo Transition in Badminton Tournaments; in this research the logo transition advertisements are analyzed. Nowadays sport and healthy activities are considered as an important and effective industry in national economic growth and one of the most profitable industries in the 21st century. On one hand, commercial companies and industry owners have realized that financial support for sporting events can serve as a powerful advertising tool. In fact, financial support as advertising tool for sponsoring companies is one of the most important and effective elements that has brought sporting events and economics together. Meanwhile, the role of effective and attractive advertising that is acceptable in the advertising world is significant; so, researchers and specialists are seeking for new and combined methods to become aware of the decision-making process of consumer purchases to increase the sales and effectiveness of promotional messages. Therefore, using neuroscience methods in marketing has become widespread, and a dramatic increase in the scientific ability of neuroscientists have been seen in recent years. Eye tracker is a tool that provides proper information for managers in a Neuromarketing approach. This information is derived from the reaction of the consumer's eye movements. In this research, the advertisement in logo transition is analyzed. Logo transition is the advertisement that is shown before the slow motion events of sport competitions. Research method This is a quasi-experimental research. The statistical population includes people who are interested in badminton and those who are not; finally, 30 of them were selected as a sample subjects. Then, the subjects watched 3 minutes of simulated international badminton competitions. At the same time the attention pattern of subjects was recorded by using eye tracker glasses. The eye tracker data first was transformed by Begaze Software and then was analyzed by SPSS 24. The eye movement in needed areas can be compared and analyzed by defining various AOI (areas of attention). The output data can also be analyzed by numerical scanpatch and heatmap. Findings The number and time

of subjects gazing at interesting marked points in logo transition advertisements are analyzed. The results of Friedman test show a significant difference between time and number of gazing at sponsors' advertisements in logo transition. The longest time and highest number of gazing at logo transition belonged to "Bojnurd" and then "Pouya Kudak" and "Ball (Badminton Jury Logo)".

**Discussion and Conclusion.** Sponsoring as a tool for being seen by spectators is successful that receives the proper attention from the spectators (Breuer & Rump, 2012). Therefore, the first step of sponsoring is analyzing the gazing pattern and time of the individual. The Eye Tracker is a beneficial technique to study the parameters in sport environment (Duchowski, 2007). Eye Tracker has a significant role in evaluating the sponsoring level because eye movement are an important determinant of visual attention and according to the eye tracking method, the ways of paying attention and the focus of sports television viewers on sponsored advertisements can be measured during the time of broadcasting (Breuer & Rump, 2012). One of the places that can attract the attention of spectators is the advertisement in logo transitions before the slow motion events. The findings of current study show that the city logo (Bojnurd) and the main sponsor of the events had the highest number in logo transition. If the advertisement designers are looking for attracting the spectators' attention, one of the option is putting the logo of main sponsors in logo transition.

## EXPLORING THE BEHAVIORAL RELATIONSHIPS OF FAN ENGAGEMENT

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Fan engagement has received increased academic and practitioner attention because of its ability to influence organization-consumer relationships. However, existing research on fan engagement has mostly focused on non-transactional behaviors and neglected its relationship with transactional behaviors. To address these research gaps, the following research question guide this project: What is the relationship between non-transactional engagement behavior and transactional engagement behavior?

**2. Theoretical Background and Literature Review.** Yoshida, Gordon, Nakazawa, and Biscaia (2014) developed a fan engagement scale in team sports with a focus on non-transactional behaviors, and conceptualized fan engagement as "a sport consumer's extra role behaviors in non-transactional exchanges to benefit his or her favorite sport team, the team's management, and other fans" (Yoshida et al., 2014, p. 403). While this definition provided an important initial step towards team-sports-specific conceptualization of fan engagement, the rather narrow definition ignores

relevant components. In the current research, we define fan engagement as fan's interactions with a sports team or with other fans of the sport team and consequently extend Yoshida et al.'s conceptualization with transactional behaviors and additional non-transactional behaviors. Our conceptualization considers Word of mouth, Management cooperation, Prosocial behavior (Yoshida et al., 2014), Knowledge-generation and Socialization (Trail & James, 2002) as relevant non-transactional fan engagement behavior; and Purchase Intention (Yoshida et al., 2014), Following a team through different media channels (Wann & Branscombe, 1993) and Customized & commoditized product use (Yoshida, Gordon, Heere, & James, 2015) as relevant transactional engagement behavior.

**3. Research Design, Methodology and Data Analysis** Quantitative data were collected through an online survey distributed to 634 team fans in Switzerland via E-Mail. Most of the respondents were male (61.2%, female = 38.8%) and the most were aged between 15–24 (41.3%) and between 25–39 (33%). 21.4% lived closer than 10 km from the team, most between 20–99 km from the team. Income was homogeneously distributed between 0 and over 10.000 CHF per month. Measures were developed through a literature review. Four sport management academics rated each item for clarity and content validity, and only items that exceeded a .80 threshold were included in the survey. The final questionnaire, which was offered in German and English, contained 24 questions (5-point Likert-type scale) capturing the eight fan engagement dimensions, as well as sociodemographic questions. We used IBM SPSS Statistics 25 and IBM SPSS AMOS 25 for the data analysis and followed Brown (2006) during the procedure. First, the reliability and validity of the measures were tested using confirmatory factor analysis (CFA). Second, structural equation modeling (SEM) was used to test the hypotheses in the proposed model.

**4. Results, Findings and Discussion.** Results indicate acceptable model fit ( $\chi^2_{df} = 3.538$ , SRMR = 0.0542, NFI = .902, TLI = .911, CFI = .927, RMSEA = .063) and reliability with Cronbach alphas above .70, CR above .60, AVE and Factor Loadings above the recommended .50 cut-off standard. Results show positive relationships as well as negative relationships between various behaviors. Especially prosocial behavior influences purchase intention ( $t = 4.651$ ,  $p \leq .001$ ), customized and commoditized product use ( $t = 4.829$ ,  $p \leq .001$ ) as well as following a team through different media channels ( $t = 2.563$ ,  $p \leq .01$ ) positively. In addition, word of mouth influences purchase intention ( $t = 3.103$ ,  $p \leq .01$ ) and the use of customized and commoditized products ( $t = 5.248$ ,  $p \leq .001$ ) in a positive way. In contrast, however, negative relationships are also observable. Above all, the relationships between Management cooperation and purchase intention ( $t = -3.887$ ,  $p \leq .001$ ), customized and commoditized product use ( $t = -4.194$ ,  $p \leq .001$ ) as well as following a team through different media



channels ( $t = -3.284$ ,  $p \leq .001$ ) is to be mentioned.

5. Conclusion, Contribution and Implication. We contribute to the sport management literature by providing a broader understanding of the construct of fan engagement. Results show some non-transactional engagement behaviors influence transactional engagement behaviors. Especially that positive prosocial behavior leading to higher purchase intention, a higher use of customized and commoditized products as well as the behavior to follow a team through different media channels is of strong relevance for sport marketing managers. Based on the results, we recommend to team sport clubs to promote interactions between fans and (still-)non-fans as well as between the fans themselves. This can take place before, during and after games, on both online platforms and offline opportunities such as team events. Most interestingly, fans tend to use less customized & commoditized products and less purchase intention when they show high management cooperation behavior. Especially fans of European football clubs reflect this. On match days the goal of the so-called "Ultras" is to create an intimidating atmosphere for the opposing team and at the same time to motivate their own. But that doesn't mean that they have to wear the jerseys of their club. Many Ultras never wear their team' merchandising products because they believe that if you really love your football club, you don't have to show your love with a shirt or scarf. Instead, they spend hours creating banners or flags that convey a social, political or societal message. With our findings, we seek to help future research capture the phenomenon of fan engagement more holistically.

### **RIO 2016 OLYMPIC GAMES: IMPACT OF GLOBAL SPONSOR ACTIVATION ACTIONS ON THE BRAND AWARENESS OF SPECTATORS**

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Sponsorship of mega-sporting events such as the Olympic Games have become, mainly in the last decades, an important marketing, communication and branding tool to extend the global and local reach of sponsoring brands. Among the tools used in sports sponsorship, brand activations created in competition sites, which affect the perception of the event spectators, should be highlighted. More than affecting their perception in relation to the brand, a well-structured activation action is capable of generating brand awareness and, consequently, add tangible and intangible value to it. Thus, the main objective of this work was to assess consumer's brand awareness about the activation actions of two global sponsors (Coca-Cola and Samsung) of the Rio 2016 Olympic Games. Background Brand awareness or knowledge is the

ability of a potential buyer to recognize or remember a brand as part of a certain product category (Aaker, 1998). However, more than just recognizing or remembering a brand, it is necessary – in order for there to be a positive contribution of this recall to brand equity – that in addition to creating familiarity, the consumer also recognizes associations that are favorable to the brand image and message that is being communicated by it (Freitas & Machado Neto, 2015). Sports sponsorship is particularly important in this context. It is important for the manager to understand that by sponsoring an event, the consumer perceives this relationship. Grohs and Reisinger (2014) state that this transfer occurs when the individual connects the information related to the attributes of that sponsor with the sponsored. Within this concept, it was our objective in this research to study how the sponsors of the biggest event in global sport (Rio 2016 Olympic Games) has contributed to the awareness brand of its sponsors (Coca-Cola and Samsung) in consumers' minds. To achieve such an objective, a mixed exploratory, explanatory and descriptive methodology was chosen (Creswell, 2013). The data were obtained from pre-defined questionnaires (Meenaghan, 2001; Carvalho, 2015) applied to a sample of 405 people in three phases: during the Artistic Gymnastics Test Event, before Rio 2016 Olympic Games (phase 1), which took place at the Barra da Tijuca Olympic Park; during the Rio 2016 Olympic Games (phase 2), which happened at the same place as in phase 1; and a year after the mega event (phase 3), by using an online approach. The analyses were carried out by means of frequency of the answers and a process of content encoding and categorization (Creswell, 2013). The objective of collecting data in three moments was to compare the brand awareness of the sponsors studied in the three phases of this research. From the data obtained through the question "Do you remember any global sponsor – non-Brazilian company – of the Rio 2016 Olympic Games?" made to respondents during phases 1, 2 and 3, there was an increase in the levels of awareness between phases 1 and 2 (from 56% to 84.62%, respectively). In the third phase there was maintenance of awareness in relation to phase 2 (84.33%). About Coca-Cola, the company presented the highest indices of brand awareness in all phases of collection. There is a significant growth of Samsung from the first (0.00%) to the second phase (14.79%) and the high presence of responses related to other sponsors of the Olympic Games Rio 2016 (average of 39.98%). Regarding the reasons why respondents presented brand awareness about the analyzed ones in relation to others, there are, in phase 1, the exclusivity of sales of the products or services of such brands, as official sponsors, within the event (16.98%). In the second phase, we can see that is evident the predominance of advertising (28.71%) and activation actions (20.79%). In the last phase, one year after the Olympic Games, in turn, the number of responses



related to activation actions increases (28.35%); however, there is a decrease in advertising (24.41%). It is also worth mentioning the continuous increase in responses that presented the influence of activation actions as the main reason for the brand awareness of global sponsors. This is in line with the study by Papadimitriou et al. (2009), in which the authors conclude that companies that planned a structured sponsorship, separating an amount for investment in activations, obtained higher returns for their brands and consequently more competitive advantage over their competitors. The high brand awareness of the first-phase respondents attributed to Coca-Cola can be explained by the company's long-standing relationship with the IOC, the Olympic Games and consumers (Proni, 2008). Although Samsung is also an old partner of the IOC, this is little known by the Brazilian sports' consumer. This may affect brand awareness levels (behavior noted in stage 1). Finally, it is necessary to emphasize that, in the case of global sponsors, activation actions will only be effective if the company already has a high level of association (by consumers) with the mega event; otherwise, activation actions will not be able to sustain long-term levels of brand awareness alone.

## HOW ARE SPORT SPONSORSHIP DECISIONS MADE? REVEALING A HIDDEN AGENDA IN MANAGERS' DECISION-MAKING

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Although sponsors invest annually billions of dollars in sport sponsorships, little is known about how sponsorship decisions are made within sponsoring companies. Sponsors enter into sponsorships to reach multiple sponsorship objectives. The sponsorship objectives are expected to be strategically derived from corporate objectives. However, we found indications in the sponsorship literature that sponsorship decisions are not always in line with the corporate objectives of the sponsoring company (e.g. Chadwick & Thwaites, 2005). Therefore, we suspect the managers may be also influenced by their personal objectives in their decision-making with respect to sport sponsorships. This would represent a critical issue because when the objectives pursued by the managers differentiate from the objectives of the company agency problems, resulting in agency costs for the company, occur (Jensen & Meckling, 1976). However, there is no empirical evidence in sponsorship literature that managers' personal objectives do influence their decision-making about sponsorships. Therefore, we recognized the need to investigate the managers' hidden agenda in sponsorship decisions and posed the following research questions: 1. What are the relevant

corporate objectives in the sport sponsorship context? 2. What are the managers' personal objectives in respect of sponsorship decisions in sports? 3. To what extent do corporate objectives and managers' personal objectives influence sport sponsorship decisions? Literature review. The setting of clear and precise objectives represents an indispensable step for a sponsor before entering into a sponsorship. The corporate objectives sponsors pursue with sponsorships are widely investigated in sponsorship literature. The main corporate objectives are amongst others increase awareness, enhance image, increase sales and improve customer, business and employee relations (e.g. Chadwick & Thwaites, 2005). However, Chadwick and Thwaites (2005) also acknowledged that sometimes the personal interests of a manager may be a sponsorship objective. Cornwell (2008) refers to the enthusiasm towards a particular sport of a manager as a potential sponsorship objective. If managers make sponsorship decisions to fulfil their personal objectives instead of pursuing the corporate objectives, so-called agency problems arise (Cornwell, 2008). From an agency theory perspective, the shareholders/owners of the sponsoring company are the principal who transfers decision-making authority to the non-owner managers, respectively the agent. As soon as the objectives of the principal and the agent differ, agency costs for the sponsoring company occur (Jensen & Meckling, 1976). We call that phenomenon hidden agenda in sponsorship decisions because managers pursue their personal objectives covertly while pretending to follow the corporate objectives exclusively. Research method Due to the limited knowledge about sponsorship decision-making in sponsorship literature, we chose an exploratory research design. We applied a qualitative Delphi study, which we deemed appropriate because the Delphi method can be used for "distinguishing and clarifying real and perceived human motivations" (Linstone & Turoff, 1975, p. 4). The Delphi method is a structured group communication process where selected experts are questioned in several rounds interspersed with monitored feedback of the previous round. The feedback triggers cognitive processing and thereby leads to improved judgements by the experts. Furthermore, the Delphi method follows the approach of collaborative theorizing, which emphasizes the importance of theorizing with managers and not about managers. We recruited 18 sponsorship experts and conducted three Delphi iterations, which are accepted numbers for qualitative Delphi studies in the literature. For data analysis, we conducted a five-step structured content analysis (Mayring, 2015) using the software MAXQDA®. Results. The findings of our study showed 16 corporate objectives, which sponsors pursue with sponsorships. Thereby, we revealed two new corporate objectives, namely produce content for storytelling and generate leads. The other 14 corporate objectives affirmed the objectives stated in existing sponsorship literature. Furthermore, our study confirmed the

existence of managers' personal objectives in the sport sponsorship context. We were the first to identify 12 different personal objectives. The personal objectives ranked by our sponsorship experts according to their relevance were: identification with a sport/team, regional loyalty, personal benefits/fun, prestige in peer-group, power, social relationships, personal success, status within the organization, influence on sponsee, personal rejection, competitiveness and job security. Moreover, the results showed an influence of both corporate objectives and managers' personal objectives on the managers' decision-making with respect to sport sponsorship. Thereby, the size and the organizational structure of the sponsoring company are contextual factors. Consequently, a hidden agenda in sport sponsorship decisions exists. Our experts stated that a hidden agenda in sponsorship decisions may have both positive and negative effects on the success of a sponsorship. Discussion. The primary goal of this study was to investigate corporate sponsorship objectives and managers' personal objectives and their influence on sport sponsorship decisions. The results of our study showed a hidden agenda of managers in sport sponsorship decision-making. As soon as the managers covertly pursue their personal objectives through a sponsorship, they harm their company. Then, agency costs for the company occur due to sponsorship decisions that maximize the utility for the managers (agent) instead of maximizing the utility for the company (principal) (Jensen & Meckling, 1976). From our results, we derive that sponsoring companies should install specific incentive systems for managers to reduce agency costs from a hidden agenda in sponsorship decisions. Sponsors should, for example, implement result-oriented contracts, profit-sharing mechanisms or bonus systems. In conclusion, our study contributes to sponsorship literature by shedding light on managers' personal objectives and emphasizing the influence of a hidden agenda on sport sponsorship decisions.

## STRUCTURE AND ORGANIZATION OF MARKETING DEPARTMENTS AT BRAZILIAN FOOTBALL CLUBS: REALITY AND MODELS

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Since the 1990s the development of Marketing in sport has become, especially in professional football clubs, a fundamental part of the structure and management of clubs and the main responsible for revenue generation (Chanavat & Desbordes, 2017). Thus, these departments were professionalized and expanded alongside an increasingly complex and diversified performance aimed to serving a growing number of clients/fans and generating new business opportunities (Chanavat & Desbordes, 2017; Laibida, 2013). Sport

Marketing valorization has encouraged academic research that highlight the role and position of marketing on the organizational structure of sports organizations, as well as demonstrate how such departments are organized and constituted. The marketing position on the organizational structure of different sports organizations was approached by authors such as Thibault and Quarterman (2007), Chelladurai (2009), and Quarterman, Li, and Parks (2007) while in football clubs the subject was treated by academics (Blumrodt, 2017; Mandis, 2016), club associations (European Club Association, 2015), and regulatory bodies (Confederación Sudamericana de Fútbol, 2017; Fédération Internationale de Football Association, 2007; Union of European Football Associations, 2015). Marketing organization and the composition of marketing departments is approached by Marketing authors (Kotler & Keller, 2006; Shiraishi, 2012; Yanaze, 2006) and authors of Sport Marketing (Mullin, Hardy, & Sutton, 2004; Quarterman et al., 2007), in addition to specific studies on football (Calzada, 2012; European Club Association, 2015). In Brazil, the structural position of marketing in clubs isn't far researched (Mazzei, Oliveira, Rocco Junior & Bastos, 2013) and it's focused only on the main teams (Brunoro & Afif, 1997; Carraveta, 2012), despite the rules of Brazilian entities of modality control (Confederação Brasileira de Futebol, 2017; Federação Paulista de Futebol, 2016). On the other hand, the organization and constitution of clubs' marketing departments are more approached (Afif, 2000; Brunoro & Afif, 1997; Carraveta, 2012; Guaragna, 2005; Guimarães, 2014; Louzada, 2011); but as part of broader researches that, in most cases, focus on the country's main teams. Based on the context presented, mainly on the current importance of Marketing for the football business, it was verified the lack of recent research centered on how Brazilian football clubs, of different sizes and realities, organize their marketing departments and their position on the organizational structure. Thus, the objective of the research is to identify and to describe the marketing position on the organizational structure of Brazilian professional football clubs and how the marketing departments are constituted and organized. The research is characterized as exploratory, with a qualitative approach and performed by the in-depth interview method (Creswell, 2007; Veal & Darcy, 2014). Study's universe is the Brazilian professional football clubs and the sample was formed by the 16 participant's teams of the 2018 São Paulo state championship, since this competition is played by international level clubs – with large administrative structures – and by local teams – with small and almost amateur structure and organization –, guaranteeing a sample with maximum possible diversity (Veal & Darcy, 2014). Data collection was done by semi-structured interviews (Edwards & Skinner, 2009) with those responsible for the clubs' marketing, mainly directors and managers, conducted between November 2018

and February 2019. Data is being analyzed by the process of categorization and codification of the information (Creswell, 2007; Edwards & Skinner, 2009). The research has no final results, as it is still under development: until the moment of submission (February/2019) interviews were conducted with 13 of the 16 clubs in the sample and the missing ones are being scheduled. In parallel, the transcription process and data pre-analysis have already begun, as the research end is scheduled for June. With this data it will be possible to fulfill the research objective of identifying and describing the marketing position in the structure of clubs and how it is formed and organized, besides being possible to conduct a discussion by comparing the clubs – and identifying the models more used in practice – with existing theory, be it Brazilian or international, generating useful results both for academia and for practice.

## ATTENDING A SPORT EVENT ALONE OR TOGETHER: EXPECTED VALUE CAPTURE

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Research findings state that other spectators can influence the value of a sport event. However, research on preferences and willingness-to-pay (WTP) in sport management literature only focuses on attributes of a firm's product. Woratschek et al. (2014, p. 18) criticize that they fall short, because "they solely focus on quantities and qualities of products." Sport events are platforms where spectators and other actors interact and co-create value depending on the context, which is defined "as a set of unique actors with unique reciprocal links among them" (Chandler & Vargo, 2011, p. 40). Sport events involve a large number of different actors, like players and teams, spectators, sponsors, and others. Therefore, at sport events value is not only created through capabilities within the firm providing sport events but also through other actors. As indicated, there is a lack of empirical investigations about the influence of context on value co-creation and value capture. However, ignoring context can lead to biased predictions. Therefore, we investigate spectators' preferences and WTP for sport event tickets by focusing on context indicators like opponent teams and accompanying persons besides of product attributes like seat category and ticket price. The purpose of this research is to examine customers' expected value capture when they opt for a service like a sport event ticket. We address three research questions in line with this aim: RQ1: How differ expected value captures between different customer segments? RQ2: How much is the relative importance of ticket attributes and different contexts on expected value capture? RQ3: How much is the additional WTP for the ticket attributes and different contexts? In this research, we examine customers' expected value

capture (CEVC) when they make purchase decisions about services. Value capture is originally conceptualized by Brandenburger and Stuart (1996, p. 10) as "the buyer's willingness-to-pay for the firm's product minus the price paid to the firm". In practice, sport clubs often use seat categories to differentiate tickets and their prices. These seat categories define "the firm's product" in Brandenburger and Stuart's (1996) definition. But, there are also other aspects to consider when customers make purchase decisions. For example, reciprocal links also influence purchase decisions. In the case of a sport event, different opponent teams lead to different ticket preferences because of rivalry or number of star players. Furthermore, accompanying persons also influence spectators' expectations about value co-creation and value capture during a sport event. Research in preference measurements focus on attributes of products and services but neglect the influence of context. Therefore, we expand literature in preference measurement by including indicators of context. Hence, we extend Brandenburger and Stuart's understanding of value capture by the context. That is why we define customer value capture in our research 'as the buyer's willingness-to-pay for the provider's service (described by seat category) in a specific context (described by accompanying persons and opponent team) minus the (ticket) price paid to the provider'.  
**Methodology** We applied adaptive choice-based conjoint analysis with summed pricing and analyzed data of 379 respondents in a field experiment. The sample was selected as target quota set by gender and age. Due to spectators' heterogeneity, we apply Sawtooth's convergent cluster and ensemble analysis, to identify heterogeneous segments, each consisting of spectators with homogeneous preference structures. Our conjoint research design was derived from Kaiser et al. (2018) using the product attributes "seat category", and "ticket price". Furthermore, we added two specific contexts which are not controlled by the service provider by using "accompanying persons" and "opposing teams" as indicators for reciprocal links between actors during a sport event. Results and Contributions. We notice that a specific context, like accompanying persons, has a paramount influence on ticket preferences and therefore on customer value capture. By applying convergent cluster and ensemble analysis, we identified four heterogeneous spectator groups with different preferences: (1) seat-quality-oriented spectators, (2) price-sensitive spectators (3) price-performance-oriented spectators, and (4) top-game-oriented spectators. In particular, a visit alone has the least CEVC, whereas a visit with, no matter how many, accompanying persons lead to a much higher CEVC. Based on this analysis, WTP depending on ticket attributes and different contexts of each customer segment can be calculated. For example, price-performance oriented spectators' WTP is € 9.97 higher when the customer is accompanied by a group

compared to a visit alone. Implications for Theory and Practice Rather exploratory, this study is the first, that empirically focuses on the role of a specific context in both, preference analysis and studies about WTP for tickets. We find that there is a noticeable influence of context on CEVC in their purchase decision for sport event tickets. In particular, CEVC for attending a sport event alone is significantly lower than visiting the event with accompanying persons. Despite heterogeneous preferences of sport event spectators, there is no exception about the tremendous relevance of context on their preferences. This clearly shows, that context has to be taken into account in preference analysis. Also, the traditional concept of value capture has to be extended by the context as provided in our introduction. Managers of sport events should be aware of the importance of social interaction with accompanying persons during a sport event. This might result in marketing campaigns or incentives for spectators to bring their favorite accompanying persons to the event

## RIVALRY IN THE INDIAN PREMIER LEAGUE

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The concept of rivalry is globally embraced in sport. It has also become an active area of scholarly inquiry, including rivalry special issues in sport journals (Bandyopadhyay, 2018; Havard & Dalakas, 2017) and sport rivalry research appearing in non-sport journals (e.g., Berendt, Urich, & Thompson, 2018; Converse & Reinhard, 2016; Kilduff, Galinsky, Gallo, & Reade, 2016). Rivalry has the fascinating propensity to produce both positive and negative outcomes. Rivalries are attractive to marketers and event managers for their ability to deliver larger audiences in the stadium and on television (Reams & Eddy, 2017), but they remain associated with antisocial behaviors such as outgroup discrimination and violence (Doidge & Lieser, 2018). To achieve marketing objectives around increased consumption or societal goals of reducing violence, we must first better understand how fans view rivalry and the elements that mark these dyadic relationships. In a sport context, team affiliation is a salient identity feature of fans. Fans embrace their team identity by absorbing team success and failure as their own personal outcomes (Cialdini et al., 1976). This process can lead to high emotional involvement and aggressive reactions toward rivals who threaten fans' positive identity (Havard, Wann, & Ryan, 2013). That threat to identity can be especially intense when the sports teams serve as proxies for particular political, religious, or ethnic identities (Armstrong & Giulianotti, 2001; Kelly, 2011). Attaching larger ethnic or social meaning to sport organizations is particularly prominent outside

North America (Knijnik, 2018; Parrish & Tyler, 2018; Shobe, 2008), thus it is imperative to examine rivalry within diverse contexts. To date, the vast majority of rivalry research focuses on leagues within Europe and North America. While their insights have proven fruitful, the cultural homogeneity of investigation limits our understanding of the rivalry phenomenon. For example, a review of English academic journals reveals only tangential mention of rivalry within the Indian Premier League (IPL), despite its place as the richest league in the world's second-largest country. Analyses comparing rivalries across continents/ cultures are similarly absent. In the current study, we seek to address both these gaps through 1) examining fan perceptions of rivalry within the IPL, 2) comparing those results to findings within five professional leagues in North America, and 3) conducting preliminary tests of existing rivalry findings within a non-Western sport league. We begin by offering the results of the first league-wide scholarly evaluation of rivalry within the IPL for an English-speaking audience. Through a survey of over 350 IPL fans in India, we uncover the dyadic relationships among fans of each team and the antecedents that contribute to these rivalries; at the time of writing, the data analysis is in-process and the following are only preliminary results. The 100-point rivalry measure is used to determine the top rivalries in the league based on aggregate rivalry score (Tyler & Cobbs, 2017; Tyler, Morehead, Cobbs, & DeSchriver, 2017). Not surprisingly, the five highest dyads involve either the Chennai Super Kings or Mumbai Indians, the IPL's two preeminent teams, with the rivalry between those teams ranked first. The other pairings in the top five are examples of unbalanced rivalries, where one team holds stronger rivalrous feelings than the other within that dyad. The survey also asked respondents to use Likert-type scales (1–7) to rate the importance of 11 elements known to characterize rivalry (Tyler & Cobbs, 2015). Preliminary findings indicate that fans uphold the IPL's reputation as a star-driven league as Star Factors carried the highest rating (M = 5.5, SD = 1.68). The least important factor appears to be Geography (M = 3.7, SD = 2.12), though its standard deviation is the highest among the elements, which suggests that its influence is highly dependent on the specific rivalry dyad. The relative importance of Star Factors and Geography offers a stark contrast with findings from North America's five biggest professional team sports (MLB, MLS, NBA, NFL, and NHL) (see Table 3 in Tyler, Cobbs, & Xantos, 2019). Star Factors ranked fourth most important in North America, only reaching higher (#2) among NBA fans. Geography ranked fifth overall, though it varied considerably based on the league (#1 in MLS, #9 in NBA and NFL). There were many cross-cultural commonalities among the elements, however. For example, the factors of Frequency of Play and Defining Moments ranked second and third, respectively, in both India and the North American overall average.

Finally, we tested three so-called “core characteristics of rivalry” (Tyler & Cobbs, 2017) to determine their applicability outside North America. Existing research is unwavering in finding that fans perceive rivalry to be 1) non-exclusive (fans perceive multiple rivals), 2) continuous in scale (intensity varies among rivals), and 3) bidirectional (opposing fans rarely share equivalent perceptions of the rivalry) (Tyler et al., 2019). These properties persist within the IPL context as well, where only 7.4% of respondents identified a single rival (Property #1), average points within a dyad ranged from 5.9–57.2 (Property #2), and the average difference of rivalry scores within a dyad is over 10 points (Property #3). Rivalry's juxtaposed outcomes – both positive and negative – feed academic and practitioner interest and underscore the importance of this topic. Through better understanding of how fans construct and interpret sport rivalries, managers will be able to maximize interest in their events while maintaining a safe environment for their fans. The results from this study can be utilized to help prescribe geographically-based actions that are most likely to enhance the positive benefits of rivalry (e.g., group belongingness, attendance) and/or mitigate the negative outcomes sometimes associated with rivalry (e.g., animosity and violence against others). For instance, advertisers leveraging rivalry in North America might develop a campaign highlighting the antecedent of locational proximity, whereas those in India would be better served by focusing on individual players. Further implications and guidance for future research will be shared once final data analysis is complete.

**COMPARISON BETWEEN FOOTBALL CLUBS AND THE AMATEUR TENNIS PLAYERS IN ANTIOQUIA, COLOMBIA, ABOUT THE SERVICE QUALITY IMPACT ON SATISFACTION AND PERCEIVED VALUE**

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The sport organizations have to take right decisions in the marketing fields, being necessary to identify unique services characteristics and the actions to enhance the service quality and try to satisfied the sport customer (Mullin et al., 2007). In spite of that, research has shown little attention on the effects of the Service Quality in the satisfaction for NPSOs (Non-Profit Sport Organizations). Therefore, the present study aims to investigate this gap by understand the sport costumer behavior in two contexts; one, the B2B (business to business interaction) context and a second one, the B2C (Business to consumer interaction), and showing the relationship between the “Service quality” and the “Satisfaction” constructs mediated by the “Perceived Value” construct. The case analyses here are the Antioquia’s Soccer League (B2B) and the Antioquia’s

Regional Association of Tennis (B2C). Review of Literature: Service quality is an overall customer judgment about the service characteristics, that involves a comparison between the costumer expectations and perceptions about the results of the service offered (Parasuraman et al., 1985, 1991). The expectations are the possibilities and future prospects that the partners expect to receive (Nogales, 2006). Satisfaction is the pleasure respect to the product or service consumption that covers some need, desire or goal (Oliver, 1999). Last, perceived value is the general customer evaluation about the product or service utility and its cost, based on the perception of what it receives (Ravald & Grönroos, 1996). SERVQUAL model was used in this research despite the criticisms received by some authors, because it was considered important to take in a count the expectations and the model dimensions let to evaluate the personal contact and the tangible service part, that are variables found in other studies. Furthermore, the model has a similar predictive power than another propose models (Miranda et al., 2018). On the other hand, some researchers have shown the relationships above in the sport sector and others, in B2C and B2B contexts (e.g., Gil et al., 2009; Nuviala et al., 2012; García et al., 2016), which established that the service quality perception has a positive impact on satisfaction, but the relationship has an intermediating construct: the perceived value. In Colombia it hasn’t been demonstrated that relationships for the sports sector, specifically for the Tennis and Soccer sport, and neither the comparison of the two sport organizations in this issue. Finally, the main hypothesis (out of 4 detailed ones) is that service quality impact the satisfaction of amateur football clubs (B2B) and the amateur tennis players (B2C), mediated by the perceived value. Research Method. The research was made in two phases: the first with an exploratory approach, with the literature found, to understand the constructs study here; and the second phase, a descriptive approach through the use of PLS-SEM method. For this study, the items selected was 22 for service quality, with the SERVQUAL model scale, 9 for satisfaction and 9 for perceived value, validates in the literature. The collection of the data was carried out by personal and virtual self-administered questionnaires. In football context, it was completed by 270 customers between February and April 2018; and, in the tennis context, it was completed by 160 users between November and December 2018. Results. The results have shown that the football League into a B2B context was generating service quality, and that directly and positively influenced the performance of perceived value ( $t = 18.994$ ;  $\beta = 0.688$ ) and satisfaction ( $t = 13.854$ ;  $\beta = 0.719$ ) from ClubsAF. In the same way, Tennis into a B2C context has been generating service quality, and that directly and positively influenced the performance of perceived value ( $t = 15.473$ ;  $\beta = 0.714$ ) and satisfaction ( $t = 17.428$ ;  $\beta = 0.811$ ) from ClubsAF. Discussion: In spite of the similar behavior of both



contexts, in football, service quality influence satisfaction mediated by perceived value; whereas, in tennis the hypothesis was rejected. This maybe because tennis amateurs don't care so much about the cost-benefit comparison, only are interested in receiving a good service. The main finding showed that the SERVQUAL is a good model to find the antecedents of Service Quality and its influence on perceived value and Satisfaction in the relationship in both scenarios. This implies that both the Antioquia Soccer League and Antioquia Regional Association of Tennis must focus its efforts on increasing the quality of its service, taking into account all its dimensions.

## FACTORS AFFECTING SPECTATORS' DECISION IN ATTENDING MINOR LEAGUE BASEBALL HOME GAMES

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The global sports market, which includes sports infrastructure, sports events, training, and manufacturing and retail of sports goods, is estimated to be worth \$600–\$700 billion (KPMG, 2016). In North America alone, the sports market is worth bover \$60 billion and it is expected to reach \$73.5 billion by 2019. Among the major sources of revenues (gate revenues, media rights, sponsorship, and merchandising), media rights and gate revenues by far are the two largest segments in the sports industry (PWC, 2018). For this reason, game attendance and fan psychology are major fields of study among academics and practitioner alike. However, most of the studies in fan motivation to attend sporting events concentrate on major league sports, and there are very few studies on minor leagues. In fact, there are differences between major and minor leagues, such as the size of the leaguers, pay scales, players, venues, among others. Bradley Reynolds, the General Manager of the Double-A Mobile BayBears, highlighted the importance of minor league baseball (MiLB): “What keeps fans coming back isn't baseball. If they want a better baseball game, they can see it on ESPN. This is about affordability, family fun, wholesome entertainment. That's what makes this business unique and what makes it work” (Murphy, 2016, p. 793). To understand the reasons why individuals attend a sport event would be crucial since it helps to determine what actually motivates the fans to commit to a sporting event or sport team (Bee & Havitz, 2010). There are many different reasons why spectators participate or involve in sports. The most important piece is to identify factors that affect the choices of fans in attending sporting events. Based on an extensive literature review, six major factors have been identified and were used to measure sport fan motivation in this study: Residual Preferences, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation (e.g., Buraimo,

Forrest, & Simmons, 2007; Cebula, Toma, & Carmichael, 2009; Gifis, & Sommers, 2006; Gitter & Rhoad, 2010; Howell, Klenosky, & McEvoy, 2015; Lewis, & Yoon, 2016; Paul, Toma, Paul, & Brennan, 2007; Paul & Weinbach, 2013; Soebbing & Watanabe, 2014; Wakefield, 1995; Zhang et al., 1997; Zhang, Smith, Pease, & Lam, 1998; Zhang, Pease, Lam, Pham, Bellerive, & Lee, 2001). The study was conducted at one minor league baseball Class A team located in Ohio, USA. The permanent stadium features 6,500 seats. The instrumentation for this study was a survey questionnaire with the aforesaid six factors and demographic variables. The survey was distributed in two different days during the 2016–2017 season at the minor league baseball team. A total of 200 adults were willing to participate in the study and 200 completed surveys were returned (yielding a response rate of 100%). A common factor analysis was used to examine the factor structure and items of the questionnaire, and MANOVA was used to examine the mean vector scores of the factors for each independent variable. The participants in this study included 100 males (50%), 94 females (47%), and six others (including two transgenders). Those ages between 18 and 65 accounted for 72.5% of the sample. Results of the common factor analysis suggested seven factors: Residual Preferences-Environment, Residual Preferences-Facility, Economics, Social Aspects, Enjoyment, Team Identification, and Team Affiliation (see Table 1). The Cronbach's alpha for these seven factors were .661, .648, .766, .731, .755, .813, and .855, respectively. Except for those two residual factors, alpha reliability coefficients suggested that all items under each factor were reliable in estimating their respective construct. Results of the MANOVA indicated fans who were 18–25 years old had significantly (Lambda (4,28) = .726, p = .000) higher Preference scores than those who were 36–50 years old or 51–65 years old, whereas fans who were 26–35 years old had significantly higher Team Affiliation scores than those 36–50 years old or 51–65 years old. A significant effect was also found in household income (Lambda (4,28) = .658, p = .024). Fans who made \$100,000–\$119,999 had significantly lower scores than those who made \$20,000–\$39,999, \$40,000–\$59,999, and \$60,000–\$79,999. Likewise, spectators who had a high school degree had significantly (Lambda (4,28) = .732, p = .039) lower Team Affiliation scores than those who had a higher level of education. In a perfect world, baseball fields would be filled every game rather than on special events. Since many minor baseball teams have a small fan base, there is a limited attendance, which supports the importance of marketing and promotion. The discussion of this study will be based on the 5Ps of the marketing mix: product, price, place, promotion, and public relations (Mullin, Hardy, & Sutton, 2014). Table 1: Pattern Matrix of the Spectator Motivation Scale (N = 200) Residual Preferences-Environment: I attend the game only when the weather

is nice 0.66 I prefer going to the games during the week 0.76 Residual Preferences-Facility: The behavior of the fans/spectators attending the game is appropriate 0.50 There are plenty of available parking spaces at or near the venue 0.88 The stadium is clean and attractive 0.52 Economics My admittance to the game was free 0.69 I was able to obtain a discount on admittance 0.89 Tickets were available online phone applications 0.55 The price of items at the concession are reasonable 0.55 Social Aspects I enjoy interacting with others at the game 0.59 I enjoy spending time with my family at the game 0.78 I enjoy spending time with my friends at the game 0.64 Enjoyment I enjoy the game atmosphere 0.66 I enjoy the fireworks show 0.81 I enjoy the skillful and athletic performance by the team 0.59 Team Identification I consider myself to be an avid fan of the team 0.56 Being a fan of the team is very important to me 0.84 The team represents me, the community 0.85 I feel like I have won when the team wins 0.65 Team Affiliation I am attending the game because of the team's current win/loss record 0.94 I am attending the game due to a promotional event 0.91 I am attending the game due to the Cleveland Indians affiliation 0.52.

**PUSHED MOTIVATIONS AND PERCEIVED IMAGE; PULLED TO PROMOTIONS: INVESTIGATION OF MOTIVATION, PERCEIVED IMAGE, PROMOTION AND DEMOTIVATION TO VISIT PRO FOOTBALL HALL OF FAME**

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The push-pull framework has been intensively utilized in various disciplines such as tourism (Said & Maryono, 2018; Whyte, 2017), education (Mazzarol & Soutar, 2002), and management (Zmud, 1984). Sport consumers are pushed by their motivations (internal needs) and then they are pulled by distinctive types of promotions to a sport museum based on the benefits that satisfy those motivations. Consistent with this assertion, previous literature has construed push factors as the sociopsychological motivations that push consumers to purchase products/services and the associated benefits as push factors (Mazzarol & Soutar, 2002; Whyte, 2017). This study investigates people's motivations to visit a sport museum and their perceived image of it as push factors. Various promotional tools are examined as a pull factor (Said & Maryono, 2018; Whyte, 2017). Although psychologists have interchangeably used various terms to depict the motivations such as needs, urges and wishes, the motivation in this study implies a driver that pushes the individuals into action. This study investigates various motivations which drive people to visit a sport museum; in turn, how those motivations influence their intention to visit. Specifically, four underlying factors, represented by 12 items that motivate people's visit to

a sports museum, are identified from conceptual literatures: group affiliation (social) (Kurtzman & Zauhar, 2005; Wann, Schrader, & Wilson, 1999), family needs (Wann et al., 1999), escape (James & Ross, 2004; Whyte, 2017), and eustress (Wann et al., 1999). As discussed earlier, understanding sport consumer motivations helps sport marketers to identify appropriate benefits to satisfy their motivations for visiting sports museum. The perceived image of a destination has been recognized as an influence of a visitor's selection process, implying it also pushes the visitor to visit the destination (e.g., Fakeye & Crompton, 1991). Considering various promotional tools as a way of satisfying sport consumers' motivation, this study examines two types of promotions: monetary promotions and non-monetary promotions, as an effort to provide a specific course of action a marker can take to tout sport consumers. Although promotions, regardless of the types, significantly influence consumers' purchase intention (Santini, Sampaio, Perin, Espartel, & Ladeira, 2015), the promotion effects are influenced by the types of deals. For instance, monetary promotions are being prepotent when consumers are looking for utilitarian benefits (versus hedonic benefits) (Reid, Thompson, Mavondo, & Brunsø, 2015). Additionally, a study found that non-monetary promotions has an advantage for a long-term relationship whereas monetary promotions are effective for obtaining short-term goals (Yi, Yoo, & Marketing, 2011). This study examines the relationship between the sport consumers' motivations, perceptions, and the two types of promotions influence, and their intention to visit a sport museum. In order to examine the promotions' effects on the existing consumers and new consumers, the current study examined the promotions' mediation effects among two groups (i.e., who have visited the Pro Football Hall of Fame and who have never visited it). The study considers factors hindering sport consumers' visit to sport museum as a push-away factor (i.e., demotivation factors). More specifically, three demotivation factors: cost, distance, and time, will be included in a proposed model (see Figure 1) to shed lights on the understanding of sport consumer motivations as well as its relationship with sport marketers' promotion strategy. Figure 1. PLS Model Methods Data were collected from the residents in the Northeast Ohio area via an online survey questionnaire using Qualtrics. Total of 1,953 responses were collected, but after removing data with missing values, the final number in the data set was 1,587. From the final sample, two sets of data were generated based on the past visit to the Pro Football Hall of Fame. 740 participants reported that they have visited Pro Football Hall of Fame, and 847 participants reported that they have never visited. Of the sample, 56.5% were male, 43.5% female, 39.4% were ages 21–25, and 86.0% were White. In the current study, perceived image of Pro Football Hall of Fame (positive: 3 items;





negative: 7 items), motivations (social: 4 items; knowledge: 4 items; escape: 2 items; family: 2 items), constraints (distance, cost, time), promotion type (monetary: 2 items; non-monetary: 5 items), and visit intention (2 item) were measured on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Descriptive statistics and reliability tests were processed via IBM SPSS Statistics 24 and the structural relationships among the constructs were examined using SmartPLS 3.0. For the PLS models, the R-squared values in the endogenous constructs were used to determine how well the endogenous constructs were predicted (Hulland & Kleinmuntz, 1994). Four PLS analyses using monetary and non-monetary promotions as mediators for the visited group and non-visited group were conducted. Results and Discussion. The variance explained ranged 38–39% for visit intention, 26–27% for monetary promotion, and 33% for non-monetary promotion indicating, the model appears to predict the endogenous constructs well. The mediation effects of the two types of promotions were found. The specific indirect effects of monetary promotion were mostly significant for the visited group but only some (i.e., cost→monetary→intention; escape→monetary→intention; positive perception→monetary→intention) were significant for the non-visited group. The only significant specific indirect effect of non-monetary promotion was found between positive perception and intention in non-visited group ( $p < .001$ ). The results show that monetary promotions can change the visitors' negative perception to visit and overcome the distance and cost constraint among both groups. Positive perceived image was significant predictor in all four analyses. Marketing Implications. The results show that monetary promotions can be a key pull factor in inducing the visitation of sport tourists' attractions (e.g., Jones, 2008). Thus, the sport tourism managers can use more monetary promotions than the non-monetary promotions to encourage the sport tourists to visit their venues. The perceived image of the sport museum was found to be the strongest predictor for both groups' visit intention. Therefore, sport tourism managers should improve the perceived image by offering detailed information about the sport attraction through various communication channels including their official websites; visitors could then easily obtain useful information about the museum (Jin, Lee, & Lee, 2013).

## ATTRIBUTES OF A SPORTING EVENT

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A sporting event is a central component of the sports industry, because it is a spectacle, unpredictable, bright and emotional that attracts the attention of many fans and spectators. Sports events should be considered in

two aspects – as market products and as a tool to promote product or service brands. Let us consider in more detail the attributes of sporting events. These include: goals and concept, location, time, participants and actions (Malygin, 2018). Proper work with them optimizes the process of building a competitive event, facilitates monitoring of its condition and timely adaptation to market changes. Goals and concept of a sporting event Sports events may differ significantly in their purposes. Each time it is necessary to very clearly define what we want to achieve. The goals and concept of a future event arises on the basis of the mission of its organizer (club, league or federation), strategic priorities of investors, established market conditions, availability of resources, etc. For example, the organizers of the running festival use a steady trend – the growing popularity of a healthy lifestyle among young city dwellers who are ready to pay for both training and participation in competitions. The purpose of the organizers is to create a modern and cost-effective project, which will become one of the symbols of the city. This concept will be different from the other – a charity race, aimed at a wide audience of citizens or from a charity race in favor of sick children. It also defines the functional priorities of the future event – whether it will be a market product or a marketing tool. All subsequent event attributes should be developed on the basis of the stated goals, design and concept. The time of a sporting event Any event has a beginning, end and duration, these characteristics should be as convenient as possible for the participants. For example, national championships in game sports take place over several months, world championships can last for several weeks, stages of cup tournaments take several days or several hours. As the analysis of the most popular sporting events shows, the optimal duration of a match or a one-day tournament is 2–4 hours. Boxing and MMA tournaments are usually held in the “fight night” format, include several fights and end with the main fight. At the same time, it is never known how long each concrete fight will last. The organizers solve this problem by expanding the list of participants and adding additional entertainment components. Location of a sporting event Spatial characteristics of the event are important not only for its success, but also for proper positioning. When developing this attribute, several key aspects should be considered. The choice of location should always reinforce the concept of the upcoming event. Geographic location matters for event marketing. Organizers usually use the reputation of a country, region or city when creating and promoting their products, giving them uniqueness and attracting the attention of local audience of customers. Should be borne in mind and the current image of a sports facilities, its history. This kind of “sacredness”, for example, is related to visits celebrities, the holding of Olympic competitions in this place, famous conferences or shows. Functional readiness of the place (part of the

area, city streets, etc.), facilities or premises for holding various types of events, is characterized by the availability of the necessary space, equipment, facilities for serving fans and activating sponsorship, work of journalists and commerce. The willingness of a place to effectively conduct a sporting event is determined by its ability to create the most appropriate conditions for all participants – athletes, spectators, judges, sponsors, partners, journalists, etc. Participants of a Sporting Event Any sporting event is a process of interaction between athletes in the form of a competition or a demonstration of their skills. But the circle of participants of modern events is much wider. These should include everyone who prepares and conducts an event, ensures its holding, is located at the venue during it, provides support to athletes, etc. Depending on the type of event, the composition of specific participants may be different, but usually All of them can be divided into the following groups (Lednev, 2016): - organizers (owners, contractors); - direct participants (teams, clubs, athletes, coaches, judges, speakers, presenters, exhibitors, etc.); - additional participants (cheerleading, showmen, artists, etc.); - attendants (medical and technical personnel, volunteers); - customers (viewers, listeners, visitors, VIP, etc.); - partners and sponsors; - broadcast; - journalists. Identifying who should take part in an event is an important strategic decision affecting its quality and positioning. In addition to the qualitative characteristics of the participants, their quantitative assessment is also needed, since, for example, the choice of the location of the event will depend on it. Actions during an event This attribute reveals the process essence of the event. What exactly will representatives of each of the groups of participants do at the set place, at the set time to achieve the goals set. A particularly significant aspect is the organization of the interaction of all groups of participants in the framework of the overall program. Participants in different categories play different roles in the event, but all of them should be informed about their actions through instructions, navigation, memos, program notes, mobile applications, newsletters, stadium multimedia, volunteers and stewards. Particular attention during the mass events is drawn to security issues, the management of the flow of people (crowd management). Event attributes are the building blocks from which it is built as a result of its construction. Using the attribute approach to the event allows you to develop a marketing program that is adequate to the capabilities of the organizers and the influence of market factors. Given that the process of developing a marketing program is universal, when applying it to event products one should take into account a number of their features.

## MEGA SPORT EVENTS AND DESTINATIONS: IMPLICATIONS FOR MARKETING

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Destinations have recognized that hosting an event promotes tourism development and change in people's perceived image of a destination (Getz, 2008; Kim & Morrison, 2005; Lee, Lee, & Lee, 2005; Xing & Chalip, 2006). When a destination hosts an event, the image of the destination will change because of related factors, such as media exposure and word of mouth (Gartner, 1993). Mega events such as the Olympic Games and the FIFA World Cup have strong brand images that are known to transfer to destination image (Kotler & Gertner, 2002). The purpose of this study is to compare the country image, destination image, and Olympics image before and after the 2018 Winter Olympics Games held in South Korea. Literature Review. Sport, or sports, tourism has been a well-researched topic for many years and from many perspectives (Weed, 2009). Weed (2009) conducted a review of research into this area by evaluating journal articles, book chapters, and other publications beginning in 1990 and ending in 2008. Several themes emerged over the 20 years, including the relationship between sport event tourism and destination image (Funk, Toohey, & Brunn, 2007; Kaplanidou & Vogt, 2007; Xing & Chalip, 2006). The past 10 years have seen a number of additional journal articles that have investigated the relationship between sport events and destinations (Ferrari & Guala, 2017; Hahm, Tasci, & Breiter Terry, 2018; Hallman, Zehrer, & Muller, 2013; Kaplanidou, Kerwin, & Karadakis, 2013; Kenyon & Bodet, 2018; Kim, Park, & Kim, 2016; Knott, Fyall, & Jones, 2016; Koo, Byon, & Baker, 2014; Liu, 2013; Liu & Gratton, 2010; Papadimitriou, Apostolopoulou, & Kaplanidou, 2016; Rundio & Heere, 2016). The overwhelming majority of these papers considered destination from the local perspective, not the national perspective while Hahm et al. (2018) included country image as well as destination image in their study. This paper continues with that stream of research by comparing perceptions of country, destination, and Olympics images both before and after the 2018 Winter Olympics. Methods. A quasi-experimental design was conducted with two groups with very similar characteristics in an online platform. A structured survey was designed to investigate country image, destination image, and the Olympics image before and after the 2018 Winter Olympics in South Korea. Based on past literature a comprehensive yet concise survey was developed. The survey included 7-point Likert scales (1 = Extremely Poor, 7 = Excellent) measuring country image (9 items), destination image (12 items), and the Olympics image (10 items). In addition, in order to control for the differential influence of information sources on image, 7-point importance scales (1 = Extremely unimportant,

7 = Extremely important) were used to measure the importance of information sources for both destination image (6 items) and the Olympics image (6 items). In order to control for the differential influence of familiarity due to past experience or interest level, some questions were designed to inquire about the past experience with the country and the Olympics, and familiarity with and interest in the Olympics. Furthermore, the common sociodemographic questions on age, gender, education level, residence state, marital status, annual income, and race were also included. These control variables were used to conduct bias checks and conclude if the measured differences in South Korea's image can be attributed to the 2018 Winter Olympics rather than differences in these factors. A random sample was acquired from Amazon's Mechanical Turk (MTurk). In order to identify the influence of the 2018 Winter Olympics on South Korea's image over time, the same questionnaire was administered one month before the Olympics (n = 104) and one month after the Olympics (n = 103). Descriptive statistics and independent samples t-test tools of SPSS 25 were used to analyze the data. As can be seen in Table 1, independent samples t-test results showed significant differences in only one dimension of South Korea's country image, namely, economic development. These findings are contrary to the common assumption that hosting mega events such as the Olympic Games improves the image of the host country. These results can be interpreted in different ways. Implications and future research suggestions will be shared during the conference. Table 1. Comparison of South Korea's country image, destination image, and Olympic Games image before and after the Games 1 month before (n = 104) 1 month after (n = 103) T-test significance

Country Image (1 = Extremely Poor, 7 = Excellent)	Economic development	Technological development	Educational system	Political stability	Production of high quality products	Standard of living	Attention to societal well-being	Diversity of cultural makeup	Environmental awareness	Destination Image (1 = Extremely Poor, 7 = Excellent)	Variety of natural attractions	Scenic beauty	Beaches/water attractions	Amount of cultural/heritage attractions	Variety of outdoor activities	Weather conditions	People's friendliness/hospitality	Uniqueness of culture/customs	Nightlife and entertainment opportunities	Quality of accommodation facilities and services	Quality of eatery facilities and services	Value for money	Overall destination image	Olympics Image (1 = Extremely Poor, 7 = Excellent)	Attractiveness of the host destinations	Overall quality of Olympic venues (e.g., arenas, stadiums, fields)																																												
4.99	5.33	.048*	4.60	4.60	.976	5.21	5.29	.666	5.49	.543	4.81	5.10	.114	4.71	4.89	.340	3.96	3.53	.063	4.56	4.33	.227	5.16	5.36	.254	4.96	5.15	.254	5.27	5.39	.501	4.74	4.67	.717	5.27	5.40	.442	5.08	5.05	.865	4.79	4.68	.501	5.00	5.09	.631	5.50	5.52	.885	5.15	5.14	.963	5.08	5.29	.222	5.17	5.39	.230	5.10	4.97	.483	5.16	5.36	.233	5.75	5.48	.107	5.40	5.13	.165

Spectacle of ceremonies 5.52 5.20 .063 Overall contribution to the image of the destination 5.70 5.44 .146 Prestige of the Olympic Games 4.78 4.69 .669 Reflection of host culture in the Olympics 5.34 5.37 .863 Inclusiveness of all sports 5.48 5.42 .711 Equal opportunity for diverse athletes 5.51 5.41 .550 Contribution of the Olympic Games to social, cultural, and educational values 5.81 5.59 .192 Environmentally friendly practices of the Olympic Games 5.43 5.49 .754.

## IMPACT OF SERVICESCAPE ON BEHAVIORAL RESPONSES AT JAPANESE PROFESSIONAL BASEBALL EVENTS

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Baseball, the national sport of Japan, has long been recognized by its unparalleled appeals to spectators. The recent years have witnessed a few Nippon Professional Baseball (NPB) franchises making considerable financial commitments to building new ballparks in an effort to improve servicescape, such as comfortable seats close to the field, big and high quality scoreboard, and substantial of food and beverage. Ballparks are the focal venue where spectators constantly interact with environmental features and obtain desirable experiences. Although prior studies have investigated the physical environment of sport stadiums, there has been limited research on how to assess the servicescape elements of the new ballparks and stadia in Japan. As such, it is of great importance to theoretically and empirically measure the servicescape elements and examine the impact of servicescape on both desire to stay and re-patronage intentions. Indeed, a more thorough and comprehensive assessment of servicescape of ballparks in Japan would be pivotal for the continued development, growth, and success of the Japanese baseball industry. Overall, the purpose of this study was to explore the role of servicescape in influencing perceived quality, satisfaction, and behavioral responses. Data were collected in the Mazda Zoom-Zoom Stadium, home to the Hiroshima Toyo Carp, a renowned professional baseball team based in Hiroshima, west area Japan. Questionnaires were distributed to a convenience sample of 2,200 spectators who were intercepted at three survey tables near the entrance areas of the stadium concourse. Of the distributed questionnaires, 882 were completed, with a return rate of 40.1%. SEM analyses were conducted to examine the proposed conceptual models specifying the inter-conceptual relationships among variables. Model 1 examined the impact of servicescape on people's desire to stay, while model 2 tested the impact of servicescape on attendance intentions. Prior to estimating the explained variance and the path coefficients, fit indices

were first examined. Both the stay model (model 1, CMIN/DF = 2.25, CFI = .96, SRMR = .042, and RMSEA = .05, 90% CI = .05–.06) and the attendance intention model (model 2, CMIN/DF = 2.57, CFI = .94, SRMR = .042, and RMSEA = .06, 90% CI = .05–.06) showed reasonable fit. The SEM analyses indicated that facility aesthetics (model 1:  $\beta = .45$ ,  $p < .001$ , model 2:  $\beta = .46$ ,  $p < .001$ ) and cleanliness (model 1:  $\beta = .31$ ,  $p < .01$ , model 2:  $\beta = .31$ ,  $p < .01$ ) had significant positive influences on perceived quality. However, layout accessibility, seating comfort, scoreboard, and staff were not statistically significant in predicting perceived quality. While facility aesthetics (model 1:  $\beta = .20$ ,  $p < .05$ , model 2:  $\beta = .20$ ,  $p < .05$ ), scoreboard (model 1:  $\beta = .15$ ,  $p < .01$ , model 2:  $\beta = .15$ ,  $p < .01$ ), cleanliness (model 1:  $\beta = .16$ ,  $p < .05$ , model 2:  $\beta = .17$ ,  $p < .05$ ), and staff (model 1:  $\beta = .25$ ,  $p < .001$ , model 2:  $\beta = .24$ ,  $p < .001$ ) had significant positive impact on satisfaction, the paths from layout accessibility and seating comfort to satisfaction were not significant in the structural models. Regarding the relationships among perceived quality, satisfaction, and behavioral responses, results from model 1 showed that perceived quality had significant influences on both satisfaction ( $\beta = .17$ ,  $p < .05$ ) and the desire to stay ( $\beta = .36$ ,  $p < .01$ ), whereas satisfaction also had a significant influence on the desire to stay ( $\beta = .22$ ,  $p < .01$ ). In model 2, perceived quality had significant positive influences on satisfaction ( $\beta = .17$ ,  $p < .05$ ), “future game attendance at this stadium” ( $\beta = .20$ ,  $p < .05$ ), and “recommending the game at this stadium to others” ( $\beta = .23$ ,  $p < .01$ ). Similarly, satisfaction also had significant impacts on “future game attendance at this stadium” ( $\beta = .22$ ,  $p < .01$ ) and “recommending the game at this stadium to others” ( $\beta = .34$ ,  $p < .001$ ). However, neither the perceived quality nor satisfaction had a significant effect on “future game attendance at other stadiums”. Essentially, fostering an attractive and functional service environment could help team managers differentiate their products and/or services from the ones in other entertainment industries. The current study highlighted the impact of servicescape on behavioral responses. Although game quality and food and merchandise options were found to be the primary determinants of people’s decision to attend a sport event before it takes place (Mullin et al., 2014; Zhang et al., 2004), once inside, the length of the stay largely depends on people’s satisfaction with servicescape. While the current research identified some unique servicescape features associated with professional baseball games in Japan, it is worth noting that servicescape might also change over time. Future study should also test servicescape and the relevant psychological and behavioral outcomes at different times throughout the day to support rigorous analysis of quantitative data.

## PERCEIVED VALUE OF THE COUNTRY BRAND THROUGH SPORT: ESTIMATED IMPACT ON THE IMAGE

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By identifying the aspects that generate a positive feeling in individuals, we can create a favorable country brand image. For this we will have to evaluate the motivations, opinions and values of people. Having this into account, in recent years we can see how sport has been considered as a fundamental and attractive element of a place. At first the associations of the individual with the image will depend on their own experience. For something to stand out in your mind, you must look for ways to get interest and differentiate yourself from the rest. As an example, one of the most powerful methods used to distinguish one brand from another is its association with athletes (Brison et al., 2016). The celebration of mega sporting events is also increasingly recognized as a powerful tool for shaping the image of cities and nations (Higham & Hinch, 2009; Dinnie, 2016; Knott et al., 2017). Regarding the intention to visit a country, Baloglu (2000) emphasizes that it is related to certain stimuli, psychological factors, familiarity or images. For example, in the case of sporting events, it is considered that they make an image, and can serve as catalysts for urban development, infrastructure improvement, attraction of investments and tourist attraction (Getz, 2008; Njoroge et al., 2017; Tichaawa, 2017). In this work we propose to evaluate the factors that determine the image of Spain and see what impact the sport has on it.

3. Field of study. Regarding the selection of data to conduct an in-depth study of the subject, in this study we focus on the results obtained by the Barometer Image of Spain, fieldwork conducted in November 2013 and whose results we can extrapolate to the present time. In terms of the valuation that different sectors of the economy acquire, the following stand out: the tourism sector, traditionally linked to our country and also to the sports aspect, fashion, new technologies and the financial or investment sector. In the assessment of each of them, the tourism sector stands out as the most valued in Spain. If we focus on the sporting aspect, in the data obtained by the Barometer we can clearly see how the repercussion that Spain acquires abroad is multiplied by this factor. Specifically, the sport achieves an average score of 7.8, ranking above sectors such as education, politics and the national economy. It is thus configured as the best valued among all the sectors evaluated and in all the countries of the study sample. In comparative terms, the countries that give better score to Spanish sport are Mexico and Brazil, while Germany and France are those that give the worst position, taking into account that the difference in score between both ends is relatively small, and in both cases it remains above 7, it means rating of remarkable.

We also see that when comparing the different sectors under study (education, economy, politics and sport), the one that generates the greatest number of unanimous, positive and highest assessments is the sport sector. Therefore, sport is configured as a key and distinctive element in our country. 4. As results of this study we can highlight the importance of sport as an identifying element of our country. We see how sport in our borders acquires great representation in Spain, becoming a clear emblem when favoring links with other countries or acting as a catalyst for future investments or tourism and economic development. Already in the literature reviewed we see that the sport not only attracts visitors linked to sports, but attracts investors and tourists attracted by infrastructure, services or activities developed around sports. In our country, sport is the most valued aspect over other factors. However, aspects considered in the Barometer, such as politics or economics, show its loss of prominence. For all these reasons, and as a conclusion, we can say that the perceived value of the country brand through sport supposes a high estimated impact on the image.

#### **SOCCER CLUBS' MARKETING COMMUNICATION IN BRAZIL, LATIN AMERICA AND NORTH AMERICA: RELATIONSHIP WITH TARGET AUDIENCES**

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Based on the scope of the organizational communication carried out in the connected digital environment, this research analyzes the official websites of eight Brazilian soccer clubs, eight North American and eight Latin American ones to detect which aspects of the marketing organizational communication bias are worked on these platforms. The article is part of a broad research whose objective is to analyze and compare the integrated communication of the most valuable football clubs of Brazil, Latin America and the United States. Theoretical Background. The correct and proper development of the management of marketing communications, within the concept of integrated communication, developed by Brazilian researcher Kunsch (2003), brings excellent reflexes in the economic and financial results of the business organizations. For the author, the strategic management of integrated communication in business organizations is essential to the process of identifying the companies with their various stakeholders. The marketing communication allows us to understand organizational communication far beyond merely centered point of view in the transmission of information and the production of media. Pedersen et al (2018), present an interesting strategic model for communication in the sport that integrates all aspects

of communication proposed by the Brazilian researcher. In early 2015, the European Club Association, ECA, organization that brings together more than 240 associations of the Old Continent, published a compilation of best management practices of European clubs, the ECA Club Management Guide. In this document, the Europe's football clubs have taken as a basic premise, that their organizational strategies should be divided into three major groups: sport, business and community. Within sports communication, marketing communication is an important role to build these bridges relationship with the marketing and the business in sports industry as a whole. Methodology. Recognizing the official websites as a kind of more institutionalized platform, the research occurs in the sense of identifying which content of market interest are worked on these platforms. The data were collected between May and August, 2018. For this abstract, only the content related to marketing communication. In order to establish a systematized information collection, an observation protocol was developed. In order to obtain data on marketing communication, 17 items were highlighted. To compose the sample of the research it was defined that would be studied clubs that had visibility in soccer, being eight Brazilian clubs, eight Latin American clubs and eight North American soccer teams. The selection was based on the brand value ranking of BDO 2017 and Forbes 2017, being the sample composed by the Brazilian clubs' Flamengo, Corinthians, Palmeiras, São Paulo, Grêmio, Internacional, Atlético Mineiro and Cruzeiro; the Mexican's Chivas Guadalajara, Monterrey, América, Tijuana and Santos Laguna; the Argentines' River Plate and Boca Juniors and the Colombian's Atletico Nacional; the MLS (Major League Soccer) teams' NY Red Bull, Orlando City, Los Angeles Galaxy, Atlanta United, NY City, Minnesota United, Real Salt Lake and Seattle. Results, Discussion and Implications. The empirical analysis shows that the official websites of the Brazilian clubs provide a lot of information about their market actions, such as partner-fan programs, actions with athletes, sponsorships and sale of products. Easy access to customer service is also present on all club websites. One questionable point would be the lack of access to the site. Another apparent weakness is the limited number of clubs that worry about having their versions in more languages than Portuguese. São Paulo has versions of the website in English and Spanish, and Atlético-MG, in English, Spanish and Chinese. The International has a file in six different languages with general information about the Club, the Stadium and the city of Porto Alegre. The other five clubs have only information in Portuguese. In the analysis of the Latin American clubs, it is noted that the Argentines Boca Juniors and River Plate offer much information to the public. Its websites are better developed, compared to the biggest Mexican clubs and the Colombian Atletico Nacional. Compared with Brazilians, there is a greater

concern in serving the foreign public. Five of the eight clubs analyzed (América-MEX, River Plate, Tijuana, Santos Laguna and Boca Juniors) have a version of their websites in English. The Argentinean Boca Juniors offers the option to read in Italian and Genoese (probably because of the origin of the institution). All clubs have partner-fan strategies, a way to make fans loyal and generate income, and invest in communication to attract this audience. Already the websites of North American teams are totally geared toward marketing. The space for fans who become associated members is great. In addition, all the teams studied present their websites in at least three languages. In some cases, such as New York Red Bull, the portal contains information in six different languages. This shows that US associations are seen as global brands, while Brazilian and Latin American entities are still local entities with few continental and/or global ambitions. Final Considerations. The characteristics of the sports product have increased the importance of integrated communication. In this cut of the survey, the eight richest clubs in Brazil, the eight richest ones in Latin America and the eight most important soccer clubs in North America invest in marketing communication in order to: relate to the press and report on the day-to-day life of the professional soccer team that attracts the attention of its fans; publicize the brands of its partners and sponsors; attract fan-members. However, the North American clubs have shown a greater performance aimed at the internationalization of their brands, a fact that does not occur clearly with the Brazilian and Latin American.

## ESPORT: THE NEW FRONTIER IN SPORT SPONSORSHIP

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Sponsorship in sports over the last decades is mainly aimed at big sports like European football or US sports with their famous and high-revenue big four leagues (IEG, 2018). Latest developments in the sponsorship market, however, show that long-time sport sponsors like Vodafone, Mercedes-Benz or McDonald's cancelled their football sponsorship to go break new ground in esports. With more and more global companies investing in events, teams and athletes in esports other sports might face a decline in sponsorship income, a source they are highly dependent on. With taking the dynamics and competitiveness of the sport sponsorship market into account this paper places a special focus on sponsor's motives and challenges to turn their backs on "traditional" sports, such as football, hockey, track and field or formula 1, and invest in esports. In order to explain the behavior of sponsors, sport sponsorship

research with a strategic perspective uses the resource-based approach to explain sport sponsorship as a potential source for competitive advantage (Amis & Slack 1999; Fahy, Farrelly, & Quester, 2004). Other contributions in that field focus on the role of the sponsorship market in explaining the benefits and chances of sport sponsorships (Berrett & Slack, 1999). However, these contributions are not intended to explain the behavior of sponsors in the event of changes in the market. To this end, the applied strategic approaches are considered too static (Tassabehji & Isherwood, 2014, p. 76). The huge success of esports and the constantly growing fan, athlete and event-base of electronic gaming, however, needs to be addressed as a radical or rather disruptive change in the global sport sponsorship market. In order to explain this drastic change, different approaches need to be considered as decisions in sport sponsorship are made by a larger number of actors that work together in a complex ecosystem (Tsiotsou, 2016, p. 491). In order to answer the raised question, ten expert interviews were conducted and analyzed qualitatively. All experts are sport sponsorship decision-makers who have already sponsored or are planning an esports sponsorship with their company. To meet the dynamics of the sports sponsorship market and to consider the management process behind the launch of esports sponsorship, the interview guidelines were based on blue ocean strategy's tools (Kim & Mauborgne, 2014). The qualitative data derived from the interviews is assigned to different categories that indicate motives, similarities and differences in sport sponsorship investments in Sports versus esports. Results show that sport sponsorship platforms in sports, that have been established for many years in comparison to esports platforms indicate different characteristics. While the platforms in sports are associated with particularly high ranges and a broad public understanding and acceptance, an engagement in them is also connected with high competition, high costs and a low level of flexibility as far as leveraging is concerned. Sponsoring esports on the other hand provides the benefits of reaching a target-group-specific audience and entering an ecosystem that captivates with a unique "digital nature". At the same time, there is the perception of moderate competition and costs, that goes hand in hand with huge leveraging potential and sponsorship design through digital innovations. On the other hand, esports, as experts state, has a low level of public understanding and acceptance. It has also been found that companies have to overcome hurdles, but, at the same time are about to overcome them to engage in esports sponsorship. These hurdles are of internal and external nature. Prejudices have to be reduced and knowledge how to address target-audiences on the most efficient way have to be build. Simultaneously, business partners and assets have to be identified in order to be successful in esports. Discussion. The study reveals that sponsors particularly value esports as a

sport sponsorship platform by combining different market characteristics for the first time by introducing digital ways of leveraging their sponsorship by raising knowledge of esports. Companies that are applying a change in their sponsorship portfolio towards esports are able to engage with a younger and more influential target group and often prefer esports over other sports.

However, access to this differentiated target group and the digital ecosystem of esports poses a particular initial challenge to companies. Nonetheless, in overcoming these challenges and by successfully adopting and implementing esports sponsorships, companies are able to perform changes in the leverage and implementation of new ways of sport sponsorship.

## HUMAN DIVERSITY AND SPORT IN A GLOBAL SPORT BUSINESS MARKETPLACE

### MODELS OF IMPLEMENTATION OF ATHLETES' DUAL CAREER: GAP ANALYSIS BETWEEN PRACTICE AND EU GUIDELINES

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There is a need to evaluate the current status of the dual-career support for elite athletes within Europe. More specifically, current study aims (1) to have a comprehensive theoretical analysis based on scientific articles linked to athletes' dual career; (2) to identify gap between practice and EU Guidelines on Dual Career of Athletes and different used models of implementation of athletes' dual career; and (3) to develop recommendations for the implementation of the EU Guidelines on Dual Career of Athletes and Strategy of raising awareness through media, based on the results of the analysis. Theoretical Background and Literature Review. The European Union (EU) recognizes sport as prominent in the life of EU citizens, having significant social, educational, economic and cultural roles, and making an important contribution to the European Union's strategic objectives (European Parliament, 2015, 2017). In fact, elite sport has a relevant impact on sport participation, national identity and social role athletes (De Bosscher et al., 2015), as well as on the European economy (Kleissner & Grohall, 2015). Elite athletes are fundamental to represent European countries (European Athletes, 2016). However, they often face challenges in combining their sports careers with education/work (e.g., dual career). In fact, many Member States do not support dual career paths with established policies and services (Henry, 2013; Aquilina & Henry, 2010; Capranica & Guidotti, 2016; Amsterdam University of Applied Sciences et al., 2016). Research Design and Data Analysis. In light of the EduMedia project, that is co-funded by the Erasmus+ programme of The European Union, athletes and sports organizations from six European Member States (Lithuania, Italy, Spain, Germany, Slovenia and Romania) will participate in this study. During the desk research each partner (6 altogether) will (1) perform a qualitative media analysis over the past 3 years to assess how often the media deals with the athlete's dual career, in what context

and what keywords are used. The main objective of this activity is to identify the potential contextualization of athletic dual career publicity at national level. During gap analysis each partner will (2) perform a qualitative analysis of EU Guidelines on Dual Careers of Athletes implementation on national level. During evaluation of the existing solutions effectiveness, each partner will (3) perform a qualitative analysis of effectiveness evaluation comparing the effectiveness of athletes' dual career structure/ solutions in on national level. Results. The gathering, systematization and analysis of the scientific and practical evidence on dual career support and the combination of research areas combined with the scientific systematization of it, will be seen as a whole to provide insights into a common view of a specific dual career implementation recommendations. This evidence-base and eminence-base knowledge will represent a solid theoretical basis for the development of a sound dual career educational program. The results of a data analysis part will be completed close to the Conference. Conclusions and Implications. The analysis of quantitative and qualitative data will be finalized close to the 3rd WASM Conference and conclusions will be reported during the event. A limitation of this study will be that the study will provide a first insight of a gap between practice and EU Guidelines on Dual Career of Athletes and different used models of implementation of athletes' dual career.

### WOMEN'S SATISFACTION WITH THE FACILITIES AND PHYSICAL-SPORTING PROGRAMS IN A PENITENTIARY CENTER

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In a Penitentiary center, the physical and sport activity allows to promote a lot of habits, attitudes and positive behaviors, and also help to the wellbeing of the people that practice, no matter the context that surrounds them (Chamarro, 1993). Like this way, the Physical and sport activity that constitutes a fundamental area of reeducation and social reinsertion of the people and it's practice can contribute to a better use of free and

leisure time and to maintain and enhance social relations (Moscoso et al., 2012). The aim of this study was to compare the index of satisfaction of the interns over the existing physical and sport programs and of the facilities of a Mexican penitentiary center. The subjects of study were 60 women's (M = 31.08, SD = 9.07) which answered a questionnaire (Likert scale 1: Unsatisfied – 5: Totally satisfied) purposely to evaluate the degree of satisfaction with the physical-sport offer (M = 2.43, DT = 1.11) and the sport facilities (M = 2.36, DT = 1.05). The results show that the interns express low satisfaction with the variety of the sports and the facilities in which they do that activities. We can conclude that the perception of the interns respecting to the offer of programs related with sports and facilities is little satisfied, for that we recommend to create programs that are adapted to the needs of the interns. In this sense is convenient to make a new double methodology in terms of quantitative and qualitative aspects.

### **BRAZILIAN WOMEN'S FOOTBALL CHAMPIONSHIP: THE CURRENT STATE AFTER CONMBOL AND CBF REGULATION THROUGH THE MANAGER'S OPINION**

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FIFA Women's Football Strategy is a very important document that pretends to take women's football to the next level. Based on this document CONMBOL and CBF have adopted new Regulations. These ones provide new strategies for 2019 Championships. All Brazilian 1st League men's championship must have or support a female football team. Postgraduate Program in Exercise and Sport Sciences of Laboratory of Exercise and Sports (LABES) in Rio de Janeiro State University are trying to figure out the implications of this rule in 2019 women's football Brazilian championship (first and second league). Based on this strategy, the LABES group has elaborated 2 questionnaires. The first one will be applied to all Sport Management that works closely with football female athletes participated at the women's Brazilian championship. The notion of Managers' used in this research is based on the concept that coaches (and technical team) are people managers'. All the staff that gives support, help and handling the female team, are also managers. Both opinions are very important for this research, and they will be analyzed together and separated. This proposal will be focus on the first questionnaire and for that, we will try to: (1) establish the profile of trainers and sports leaders interviewed (managers); (2) determine the opinion of the technical team and sports leaders regarding the current situation of 2019 senior women's

Football Championships (1st and 2nd league) and (3) define the state of senior women's football organization and girls and women football formation, in the perspective of these managers. Thus, for validation criteria, the questionnaire will be sent to five football Ph.D. specialists for considerations, then applied to a select manager's group. The statistically analyze the Cronbach coefficient alpha as a way of estimating the reliability of the instrument. After this validation test, the questionnaire will be sent through a free online platform (SurveyMonkey) to the managers work closely with athletes. Subsequently, the data will be tabulated in the Microsoft Excel program and free software Python 3.6 will be used to implement the pre-processing and data analysis steps.

### **LIVING IN A DIVERSE WORLD: THE OLYMPIC MOVEMENT**

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For the past six years the author has led a seminar – of 15-week length – introducing second-year students of disparate majors to unique facets of Viterbo University's mission and values. This seminar was designed to increase students' awareness, understanding, and appreciation of diversity, broadly defined (e.g., diversity in race and ethnicity, social class, gender, age, sexual orientation, disability, and religion). This 3-credit course introduces and analyzes the Ancient and Modern Olympic Games, as well as Olympic Solidarity and the Olympic Academy. The seminar offers opportunities to research issues of diversity, inclusiveness, and global as well as personal perspectives pertinent to youth and citizens at this university located in America's Upper Midwest. Perspectives (macro- and micro-views) may encompass: sport governance, politics, culture, history, media, economics, and education. We explore diversity through classroom activities, research, local and international speakers, films and videos, as well as readings about the global sports phenomenon of the Modern Olympics, from its re-introduction in 1896 till current Olympiads. The Olympic Movement has as its cornerstone values: respect, excellence, and friendship. Diversity is also ensured with participation of more than 200+ National Olympic Committees from every area of the planet! Review of Literature. Introductory aspects to the complex nuances of diversity is established through the required reading of Allan G. Johnson's textbook (2018). Overall reviews and specific summaries of Summer and Winter Olympiads is provided in Robert Mechikoff's historical text (2014). Other resources for partners as they explore a selected Olympiad for a thorough assessment of diversity could include Olympic websites as well as "impact research" such as detailed by Scandizzo and Pierleoni (2017). More-recent investigations of impacts are provided by



Minnaert (2012). The class visit by an Olympic administrator introduces the class to the creation and lifecycle of an organizing committee for an Olympic Games, which utilizes research undertaken by Theodoraki (2001) related to organizational design. At the outset of the course, a roundtable or brainstorm attempts to uncover the symbols or traditions of the Olympic Movement with five rings, opening and closing ceremonies, athlete's village, athlete's and official's oath, medals, national anthems, flag raising, podiums, etc. Through the semester, students detail their in-class and out-of-class learning through journal entries. These assist in "processing" for the required final 7–8 page paper. Early on, partner research is undertaken on selected topics, such as: selection of sports on the Summer and Winter Games' program, International Olympic Committee members' selection and role, introduction of Baron Pierre de Coubertin, ethics and integrity issues, the Paralympic Games, stewardship/sustainability in the Games, Cultural Olympiad, selection of host cities since 1896, The Olympic Partner (TOP) Program, The Olympic Charter, and others. Their presentations try to answer the following: "Define/describe to us your topic selected. Present the most-important aspects and background of your topic. Why is it important to the Olympic Movement? Why does this topic represent diversity to you? If it does not represent diversity, please explain." Furthermore, our campus is fortunate to have the opportunity to invite local individuals to share their perspectives from the viewpoints of an Olympic administrator (2002 Salt Lake City Winter Games), a curling competitor (1998 Nagano Winter Games), and a medalist (2002 and 2006 Winter Paralympics). Later in the semester, an "Assessing an Olympiad" (diversity) research project is conducted and has consisted of seven sections (e.g., introduction, description of host city, historical global context, grandeur/controversies, facts/figures, famous personalities of that Games, and impact of that Olympiad). Students share their collaborative talents to uncover insights that are presented (a) to the seminar via PowerPoint or "Prezi" format, as well as (b) to the campus via a poster presentation on Scholars Days. The author/presenter has attended numerous Summer Games – starting from the 1988 Seoul Summer Games – and has served in myriad roles during Games since then (e.g., radio broadcaster, newspaper columnist, sport training consultant to the Chinese-Taipei National Olympic Committee, and Academic Fellow from the Singapore Olympic Academy). The author will present and discuss the development of this seminar which has been taught every semester in recent years from class sizes ranging from 15 to 22. He welcomes open dialogue concerning pedagogy with other Olympic or sport educators! It is hoped that insights and knowledge from the Living in a Diverse World: The Olympic Movement seminar will build skills for participants to become responsible citizens and advocates for cultural competency.

## HOW THE FEMALE BASKETBALL PLAYERS WILL BE COACHES? IDENTIFYING THE MOST INFLUENTIAL FACTORS BY SOCIAL COGNITIVE CAREER THEORY

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Tokyo 2020 Olympic Games will be memorable games for women and sport. In 2017, International Olympic Committee (IOC) approved new events for women and mix-events for the Tokyo 2020. This inclusion improves the percentage of female athlete participation in the Olympic Games to be 48.8% (IOC, 2017). Furthermore, IOC launched "Gender equality review project" in 2018. In this project, IOC proposed 25 recommendations related to not only female athletes, but also governance, human resources and so on. IOC is leading the way in raising awareness of the importance of gender equality on and off the field (IOC, 2018). One of the 25 recommendations refer to the number of female coaches. This report shows that the percentage of female coaches participated in the Summer or the Winter Olympic Games were around 10%. The lack of female coaches is also serious problem in Japan. The percentage of female coaches who registered in Japanese basketball association (JBA) is only 27.6% (JBA, 2018). Moreover, the grade of license gets higher, the percentage of female coaches gets lower. This statistic data shows that there are some barriers for women who want to be coaches and to be top level coaches. It is necessary to clarify what barriers are and to set up the effective plans to increase the number of female coaches. Especially, if female athletes who have played top level can be coaches after their retirement, we can utilize their special talent in sports fields again. The purpose of this study is to clarify what the factors most influence on female basketball players to advance their interest in coaching and to be coaches. Review of literatures Many researches about women in coaching were conducted mainly in North America. After the passage of Title IX in 1972, the percentage of female coaches who coach at the university teams rapidly decreased (Acosta, 2014; LaVoi, 2013). Many researchers tried to find the factors to prevent female coaches in coaching field. LaVoi and Dutove (2012) summarized and highlighted these literatures of women in coaching, and they classified the barriers and supports factors for female coaches by the four level of the ecological model (individual level, interpersonal level, organizational level, and sociocultural level). They insisted that this model helped to understand what barriers and supports were and where they were. Their findings help to develop the policies, tools and practice for female coaches. Furthermore, it could be used to the tool for educating people to outside their stereotype idea (LaVoi, 2012). In Japan, there are few literatures about women in coaching. Watanabe, Ogasawara, Arai, Itoh, Koikawa, and Suzuki (2015) examined the factors that female Olympians choose to

become coaches by using Social Cognitive Career Theory (SCCT; Lent, Brown, & Hackett, 1994). The research found that outcome expectation for coaching and interest in coaching were positive factors. In addition, they clarified female Olympians chose the same gender as their role model. Kanaya (2015) stated a coaching field was male dominance, so female coaches had to adapt male working condition, or be compatible with coaching, child care and so on. Furthermore, Yamaguchi (2013) explained that the chances for female athletes to be coaches were limited compared with their counterpart in spite of that they wanted to work in a sport field such as coaching. We applied SCCT framework for this study. SCCT was developed based on social cognitive theory (Bandura, 1986). SCCT emphasizes both personal (ex. self-efficacy, outcome expectation, and interest) and environmental (ex. gender, ethnicity, supports and barriers) factors influencing on process of individual career choice. SCCT was evaluated for widely used in career barriers studies. Especially, SCCT was used to clarify career barriers and supports factors for women when they choose male-dominated occupations (ex. Engineer, police, and math-related works) and major of study (ex. math, science, sports related major). Many researches on women in coaching were also conducted by using SCCT framework (Cunningham, Doherty, & Gregg, 2007; Moran-Miller & Flores, 2011; Watanabe et al., 2015), however, all these researches adopted the quantitative study. In this study, we adopted interview survey to insight the factors influenced them directly or indirectly to advance their interest in coaching and to be coaches. Methodology. We targeted 8 female basketball players who played in the top league in Japan, and 11 female basketball coaches who coached in the top league and the national teams. We conducted one-by-one semi-structured interviews and focus group interviews. It took 40–90 minutes for each interview. Question items were constructed based on factors related with SCCT: (1) self-efficacy, (2) outcome expectation, (3) interest in coaching, (4) role model, (5) learning experiences, (6) contextual influences and (7) career goal. The data from both of the interview were analyzed by using the process of Grounded Theory Approach (GTA; Saiki, 2013). Through all procedure, data was checked by 2 researchers who were expert of psychology. Result & Discussion. We could find that almost all of the female basketball players imaged teacher-coaches in junior high schools or high schools as coaches. They must give up being coaches after their retirement because they don't have teacher's licenses. Furthermore, we could find that almost all of female coaches didn't intend to be coaches after their retirement. However, team staff offered them to be assistant coaches in their teams, so they decided to be coaches. According to the framework of SCCT, interest in coaching leads people to career choice behavior, so the result of this study contradicted the framework. These results show that it is important to

support female basketball players to get coaches license while they are active players, and to propose an option to be coaches from significant others.

## **AUTONOMY-SUPPORTIVE COACHING STYLE, NEEDS SATISFACTION, AND ATHLETE SATISFACTION: A META-ANALYSIS**

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There has been growing evidence that coach leadership behavior affects athletes' experience (Amorose & Anderson-Butcher, 2015). In fact, a number of studies have supported that athlete's perception of the coaches' coaching style and their time spent with the coaches have a positive impact on their overall experience as athletes. Traditionally, psychologists classified coaches into two categories: controlling-style coach and autonomy-supportive coach, and these coaching styles have shown to be highly related with athletes' level of satisfaction in the previous literature (Blanchard, Amiot, Perreault, Vallerand, & Provencher, 2009). The relationship between the coaching style and athlete satisfaction can be explained by self-determination theory (Ryan & Deci, 2002). Self-determination theory states that there are three basic psychological needs (i.e., autonomy, competence, and relatedness) that are vital to a human being (Hollebeak & Amarose, 2005). Autonomy refers to participation as a result of own desire which acknowledges the individual originated his or her own action while competence is one's confidence in their own ability, and relatedness means that an individual feels a sense of belonging and respect from the people he or she is surrounded by (Blanchard et al., 2009; Gagne, Ryan, & Bargmann, 2003; Reinboth, Duda, & Ntoumanis, 2004). How these needs are being met by the coach determines an athlete's motivation and satisfaction (Blanchard et al., 2009). Examining these basic psychological needs and the coach's interpersonal style is warranted to help make coaches and athletes both aware of what has taken place and is still taking place to prevent the negative impact from increasing. Coaches play an extremely important role in the development of the player, and whether or not these needs are being fulfilled determines an individual's experience as an athlete. Taken together, the purpose of this study was to review multiple studies examining the effect of autonomy, competence, and relatedness (the three basic psychological needs) on athlete satisfaction using autonomy-supportive and controlling coaching styles as the medium. A systematic search of publications included the following databases: EBSCO Discovery, Google Scholar, and Science Direct, to gather pertinent information to the meta-analysis being conducted. The inclusion criteria consisted of

combinations of the basic psychological needs as a whole and individually as autonomy, competence, and relatedness, as well as autonomy-supportive and controlling interpersonal coaching styles, motivation, athletes, and athlete satisfaction. Twelve studies met the inclusion criteria. Six studies met the inclusion criteria for the conducted meta-analysis while the other six met the inclusion criteria pertinent to the purpose of the review. The selected studies were conducted between 2003 and 2015. A total of 1673 participants were used in the study, and these athletes were involved in various sports. Most of the studies used structural equation modeling and a questionnaire. The six studies used to conduct the meta-analytic findings all examined the effects of autonomy, competence, and relatedness on athlete satisfaction by comparing each need to the other. The statistical analyses were performed using the Comprehensive Meta-Analysis Software. The data used consisted only of the Means  $\pm$  Standard Deviation and the statistical significance was set at  $P \leq 0.05$ . Confidence Intervals were viewed from the lower limit to the upper limit reported in order to provide the area in which we were 95% confident in that society fell between. Weighted mean effect summaries for autonomy and competence, autonomy and relatedness, and competence and relatedness were measured using a fixed-effects model. The overall fixed effect score from the first analysis that was run showed that competence is more important to the athlete than autonomy. The overall fixed effect score from the second analysis that was run showed that relatedness is more important to the athlete than autonomy. The overall fixed effect score from the third analysis that was run showed that competence is more important to the athlete than relatedness. Each analysis that was run showed a p-Value of 0.00 showcasing that there were significant differences in

scores from autonomy to competence, autonomy to relatedness, and competence to relatedness. The CI yielded from the first analysis showed that 95% of the population fell between the lower limit of -0.868 and an upper limit of -0.720. The CI yielded from the second analysis showed that 95% of the population fell between the lower limit of -0.501 and the upper limit of -0.363. The CI yielded from the third analysis showed that 95% of the population fell between the lower limit of 0.378 and the upper limit of 0.525. With reference to the effects from one basic psychological need to the other, the meta-analytic findings are supported by many researchers (Choi, Cho & Huh, 2013; Reinboth et al., 2004). Interestingly, each of the other two psychological needs also has support from researchers stating that they had the strongest effect on athlete satisfaction (Blanchard et al.; Hollembeak & Amarose, 2005). This study also revealed that the autonomy-supportive coach has the greatest positive impact on an athlete's satisfaction and development (Choi et al., 2013; Reinboth et al., 2004). The implications of this study are significant. First, when the basic psychological needs are enhanced by a coach's interpersonal style, it is observed that the athlete's satisfaction levels increase significantly. For example, when a coach makes the conscious choice to allow his or her athlete to participate in the decision-making process, the athlete's autonomy increases significantly. Secondly, when a coach displays that he or she has knowledge of his or her sport and makes the athlete gain a sense of understanding throughout the process as well, then the athlete's level of competence improves greatly. Lastly, when a coach shows the ability to relate to his or her players by whatever means are deemed necessary in order to benefit the coach-athlete relationship, then a player's relatedness experiences strong growth.

## COUNTRY/REGIONAL COLLABORATION IN THE GLOBAL SPORT BUSINESS MARKETPLACE

### EXAMINING THE EMERGENCE OF JOINT BIDS IN THE OLYMPIC GAMES

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Recently, the number of international sport event joint bids has increased (e.g., UEFA European Football Championship, FIFA World Cup). The formation of joint bids can help decrease potential risks and negative impacts (e.g., economic and environmental) of hosting major sport events by sharing resources (e.g., stadiums, infrastructure, and human resources) with partnering countries. While a number of joint bid cases have emerged in other international sport event contexts,

there has been less discussion on the phenomenon within the Olympic Movement. As the International Olympic Committee (IOC) has begun reforming the bidding process and related policies however, discussion of Olympic joint bids has increased. Specifically, through Olympic Agenda 2020, the IOC has suggested that the Olympic Games could be hosted in multiple countries and cities if necessary (MacAloon, 2016). As a result, the 2026 Winter Olympic contest is between two joint bids formed by cities in Italy (Milan and Cortina) and Sweden (Stockholm and Åre). Also, South and North Korea have launched a joint bid for the 2032 Olympics. With the IOC describing the joint bids for the 2026 Winter Olympics as 'innovative games plans' (IOC, 2019), research on the emergence of joint bidding/hosting within the Olympics is vital to



understanding the future of the Games. The purpose of this study is therefore to develop a deeper understanding of joint bids in the Olympic context. This study will address the following research questions: (1) What are the characteristics of joint bidding alliances in the Olympic Games? (2) What institutional pressures (i.e., coercive, mimetic, and normative) influenced the emergence of joint bidding in the Olympic Games? and (3) What are the potential impacts of joint bids on the Olympic Movement? To date, some studies have begun investigating the impact of Olympic Agenda 2020 on the Olympic Movement. Schnitzer and Haizinger (2019) for instance, suggested that hosting the Olympic Games in multiple regions or neighboring countries may increase the complexity of co-hosting the event. Similarly, based on an examination of the European Youth Olympic Festival cohosted by Austria and Lichtenstein, Kristiansen, Strittmatter, and Skirstad (2016) noted a number of challenges associated with co-hosting, including coordination of border control, different currencies, and transportation. However, they also highlighted positive aspects of co-hosting in terms of sustainable impact on host communities. In particular, it was suggested that a joint bid could be an opportunity to strengthen relationships between host countries. Given the characteristics of joint bids (e.g., sharing of key resources and collaboration to achieve common goals), they have been considered as a type of strategic alliance (Leopkey, Byun, & Ellis, 2018). As such, the application of strategic alliance literature to discuss joint bids in the Olympic Games can be useful to broaden our knowledge of the phenomena. Moreover, research (e.g., Leopkey & Parent, 2012; Ross & Leopkey, 2017) has utilized institutional theory to examine how the IOC has adopted environmental and sustainable initiatives in bidding as a response to institutional pressures (e.g., economic and environmental problems). Given that institutional theory can help us understand how practices or structures are adopted in an organizational field (e.g., the Olympic Movement), an exploration of coercive, mimetic, and normative pressures (DiMaggio & Powell, 1983) that influenced the emergence of joint bids in the Games can provide valuable insight. To achieve the goal of this study, a qualitative research approach will be employed. Various documents and archival materials related to recent bidding reforms of the IOC, the two joint bidding cases for the 2026 Olympics, and potential joint bidding cases (e.g., the joint bid of South and North Korea) such as official candidature files and newspaper articles, are being collected. Data is being analyzed using content analysis aided by ATLAS.ti 8.0 qualitative data analysis software. Preliminary Findings Preliminary findings suggest varied institutional forces have influenced the emergence of joint bids within the Olympic Movement. A lack of willing bid cities stemming from governments, local activist communities, and environmentalists' perceptions of

unacceptable risk were identified as coercive forces. The increasingly diverse bidding requirements and policies of the IOC, driven by Agenda 2020, were among the noted normative forces as they put pressures on candidate cities to form joint bids. Furthermore, in forming joint bids, recent candidates referred to previous cases of sharing Olympic venues suggesting mimetic pressures. Additionally, based on the strategic alliance literature, we identified current forms of joint bidding alliances within the Olympic Movement (e.g., intra and international joint bidding alliances). Finally, various impacts of the emergence of joint bids in the Olympic Movement, such as heightened political discourse surrounding bids, were identified. More detailed findings will be reported as analysis is completed.

## **SYNERGY – THE CASE OF SAILING THE OSEP CANOE ACROSS THE PACIFIC ISLANDS**

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Through the Pacific Sporting Needs Assessment research in 2004, the Australian Sport Commission found that sport education was amongst the greatest need across the 22 countries surveyed. The Australian Sport Commission (ASC), partnered with the Oceania National Olympic Committees (ONOC) and Organizations of Sport Federations in Oceania (OSFO) to produce the Oceania Sport Education Program (OSEP). It resulted in 3 streams namely coaching, sport administration and trainer with total of 5 courses. In 2007, the OSEP initiative shifted organizationally from within the ASC in Canberra Australia to ONOC in Suva, Fiji. It became known as its "flagship programme" to build the capacity of volunteers and paid staff of national federations and 15 National Olympic Committees in the Pacific Islands. The goal of building up a team of local or pacific island-based trainers was developed and resulted in a regional based approach of collaboration. These courses are delivered across the 15 pacific island member NOC's with the goal to:

1. Improve the governance and management of sport organization operations
2. Improve coaching expertise to assist athletes qualify on merit for the Olympics
3. Improve games preparation of athletes and officials
4. Create training pathways for administrators, coaches, team managers and trainers
5. Improve the coordination of the sport education system

Today, through a synergized approach to growth, OSEP has now established itself as the sport education program of the Pacific. Review of literature Partnership, capacity building and stakeholder engagement were key elements of this implementation process. Research method (if applicable) No Results 1. OSEP canoe sailed across 15 NOC's 2. 12 courses in 5 streams a. 6 Entourage courses (for coaches, strength & conditioning and team managers) b. 2 organizational

development courses (administrators and board members) c. 4 trainer courses 3. eOSEP “Building better management” platform 4. 310 trainers receiving training across the 15 NOCs, out of which 110 licensed trainers actively engaged in 2018. 5. 29% of total reach to women across 12 NOC’s in 2018 6. 4 regional staff and 6 national staff in 7 nations 7. US\$5.1 million budget from 2007 until 2020, fully funded by the International Olympic Committee’s (IOC) Olympic Solidarity (OS) 8. MOU with education institutes in Kiribati and Palau 9. Joint MOU between National Olympic Committees and Government Sport development body in Papua New Guinea and Fiji 10. MOU signed with 5 regional sport federations (Oceania Rugby, Oceania Swimming, Oceania Volleyball) and arrangements with hockey, table tennis and badminton 11. Joint projects with regional sports to access Technical coaching course grants with Olympic Solidarity World Programmes 12. Team of Pacific based regional consultants, from 6 countries built up and engaged to continue to grow qualified and licensed trainers 13. 4 National Sport Qualifications endorsed in Fiji Government body called the Fiji Higher Education Commission 14. Partners range from National Olympic Committee, National Federations, Government sport department or Ministry, Education Institutes, private training providers and regional sport federations. Discussion. 1. Stakeholder engagement and partnerships 2. Training pathways – sport accreditation and national sport standards 3. Synergy and collaboration – Olympic movement, sport federations, Government and regional coordinating bodies 4. Capacity building References UK Sport International Coach Education standards (ICES) Sport Education Framework in Oceania Long Term Athlete Development Framework Figures/Tables (if applicable) Figure 1 – Oceania region Figure 2 – OSEP Courses Figure 3 – OSEP Reach in 2018 across 13 National Olympic Committees.

## MEGA SPORTS EVENTS – ONLY FEASIBLE IN METROPOLITAN REGIONS? CHALLENGES AND CHANCES FOR NEW COOPERATION. A COMPARISON BETWEEN CHINA AND GERMANY

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According to the UN report, the “world’s biggest cities [are] merging into ‘mega-regions’. [The] trend towards ‘endless cities’ could significantly affect population and wealth in the next 50 years” (The Guardian, 2010). London, Rio, Los Angeles, Tokyo or Beijing are mega cities. They are – in this discussion – even more metropolitan regions when these cities cooperate with their direct periphery. This cooperation can be voluntary or government-ruled. In metropolitan regions all partners stay independent, however, they

work together for different reasons. Mega cities mostly have big venues for sports competitions or other (public) events. But there are numerous exceptions. For example, top level sport of New York City franchises is hosted as a matter of course in the neighbor state New Jersey. This is an example of successful cooperation between two cities (and states). Germany has 12 metropolitan region and China has 53 metropolitan regions according to official sources (Leman, 2005). Literature Review. There is long-established literature over related themes from governmental organisations (UN 2016 or EU), but almost nothing about sports in metropolitan regions. In Germany, first Trosien (2008) published a general view about sports in all eleven metropolitan regions at that time. Even the IOC with the Olympics – the biggest cross competitions events worldwide – does not reflect enough the fundamental aspects of sports in metropolitan regions. However, the bidders and later the Olympic Cities are mostly mega-cities or metropolitan regions (see Moscow, London, Beijing, ...). An “unrivalled overview of ... research into how globalization is affecting the external relations and internal structures of major cities in the world” present Derudder et al. (2011). “Co-opetition” (Trosien, 2012) focuses on the analysis of sports in metropolitan regions in its inside and outside forms. Methodology. The research question is how these agglomerations could work together to achieve success – in quantitative and qualitative matters. So, economic, labour market, transportation, but even leisure-related questions have to be analysed – and organized. A method mix is proposed to discuss sports cooperation of metropolitan regions in China and Germany. The network analysis could help to visualize inner relationships between sport organisations and also would allow to identify key sports actors. Governance of sports decisions is made more transparent. The competition model is another method to compare the success of metropolitan regions by researching mega sports events in these metropolitan regions and how they successfully bid for, organize and have long-term economic advantages (Trosien et al., 2017). Results and Discussion. There are some first tendencies so far. One result may come from the political governance perspective. Decisions about bids such as Olympic Games are either based on democratic decisions with respect to the opinion of the population or made by the government. Those bids involve a lot cooperation between the mega-city and the surrounding suburbs, because it is arranged alongside the question where which sports facilities are – inside or outside of the mega-city. The competition with other metropolitan regions worldwide can be seen in the rankings of the metropolitan cities when it is asked for economic values and benefits, popularity and tourism reached by sporting activities (see the “Ultimate Global Sports City”, Sportbusiness, 2018). Over the last 10 years there are often successful biddings and executions of mega sports events on the Asian continent (Beijing 2008,

Tokyo 2020, Qatar 2022, Beijing again 2022). In Germany results are available from three metropolitan regions and their sports engagements: 1) Hamburg metropolitan region and the referendum about the bid for Olympic Games 2024 which was rejected by the city population, 2) Rhine-Neckar-Region with an own governance sport body and 3) FrankfurtRhineMain as metropolitan region without an own sports body. Furthermore, the authors show an interesting comparison between Beijing and the new Guangdong-Hong Kong-Macau Greater Bay Area. The comparison highlights that metropolitan areas are able to invite or bid for mega sports events with many spectators from all over the world, but that it is necessary for the population to have access to mass sports activities and facilities near of their homes. Therefore and in this way, it is necessary to cooperate inside the metropolitan regions or areas for implementing sports via these mega sports events for long term sustainability for the own population and compete with other metropolitan regions for global success. Conclusion. The feeling of belonging together for people living in a metropolitan region is an important link; the economic effort for sports mega events is only justified when the benefit and the sustainable usage of sport facilities – even after the events – is ensured in the long run. Hence, cooperation between cities and their surrounding areas, within these functional urban areas, is necessary and should be based on a shared vision. Many metropolitan regions use offensive sports strategies for their development in improving urban parks, recreational areas, joint marketing of cultural events and sports infrastructure that suits the scale of a large metropolis and enables the organisation of international sports championships. Together, many indicate, they are stronger!

## CASE STUDY: ANALYSIS OF THE NEW SPORT LEGISLATION IN ECUADOR

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The sport industry in Latin America has been developing steadily during the last two decades. Sport has been raised to a “right for everyone” by the

Brazilian government which took a decisive step in recognizing the importance of sport but also in setting the legal foundation to achieve the necessary conditions for sport to grow (Medeiros, Perez, Enout, Leite, & Renno, 1997). Many scholars have come to understand that sports in the Latin American region have a strong connection to life from the building of political movements to the region’s position in the global economy (Else, 2011). Latin Americans have used sports to negotiate belonging and citizenship (Bocketti, 2017), however in reality women and people with disabilities remain marginal figures in the Latin American region. Led by Brazil each national government has taken formal control of the organization and management of sport at all levels, Ecuador is not an exception. In the last decade, the Ecuadorian government has renewed its sport legislation in order to protect, promote and coordinate three areas of sport industry: physical education, recreation and elite competition. The purpose of the present study is to analyze the new sport law and identify the structure and interaction of government and non-government sport organizations in Ecuador. The development of the sport industry in Ecuador has been affected by economic and political instability as well as a lack of accountability and direction from any governmental or nongovernmental organization. In a situation where private investments have a high risk and public funding is very limited, most sport organizations in the country lack financial sustainability. Therefore, the need for a stronger leadership and management at all levels of the sport industry is evident. Even though in the legislation, the government guarantees citizens a right to sports, in practice a large percentage of resources are assigned to elite athletes, with the promise of international success. A few private organizations have attempted to develop niche markets in events such as long distance races, adventure sports and ironman events. The country offers a wide variety of natural environments and pleasant weather year-around which could be seen as an opportunity to develop sport at all levels. By analyzing the new Ecuadorian sport law, the author expects to recognize and recommend possible opportunities to strengthen the development of the sport industry in Ecuador.

# INTERNATIONAL UNDERSTANDING ABOUT THE GLOBAL SPORT BUSINESS MARKETPLACE

## “运动银行”背景下中国城市居民体育生活方式 变革趋势 (URBAN LIVING STYLES AND INNOVATIVE TRENDS OF ‘SPORT BANK’)

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集美大学体育学院 蔡传明 (副教授, 博士) 摘要 : 运用文献资料和访谈调查等方法, 大数据时代背景下的“运动银行”对中国城市地方政府的公共体育服务管理和市民体育生活方式的影响, 结合厦门“思明运动银行”实施过程的数据进行分析。结果表明, “思明运动银行”是连接用户、政府、商户的服务平台。该模式改变了以往政府组织比赛和群众体育活动的传统方式, 促进运动管理简单化, 自发激励市民的运动热情, 改变市民的体育生活方式, 提高了女性健身的参与度, 扩大城市中老年人的健身人群。市民能通过运动获得健康, 再将健康行为转为经济行为, 促进体育产业消费。论证了“运动银行”模式的推出, 对厦门健康城市建设, 提升城市发展质量有积极的作用! 该成果对于发展中国家的体育公共服务有借鉴价值。1 引言 2014年, 随着中国60岁人口超过10%, 中国开始步入人口老龄化社会, 与此同时, 政府提出“全民健身”上升为国家战略[1]。在该社会背景下, 阿里体育在国家体育总局的沟通指导下, 于2017年8月8日正式推出“运动银行”项目。通过运动大数据的建设, 搭建全民健身大数据平台, 并以“运动账户”的形式, 为中国“全民健身”打造标准化的数据平台。截止2018年底, 运动银行上线一年多以来, 开通运动帐户的用户达到5000万, 每日超过600万的用户在使用“运动银行”记录自己的运动数据, 成为中国最大的用户运动数据存储平台[2]。通过“运动攒卡币, 卡币当钱花”, 形成全民健身的激励机制, 并带动体育产业发展。本研究通过“运动银行”的原理分析、实施效益和中国厦门思明区的应用实践案例分析, 为全球发展中国家借助大数据时代的社会体育公共服务管理模式的变革提供借鉴! 2 “运动银行”概念及平台应用模型 “运动银行”是中国阿里体育利用阿里巴巴云平台大数据的能力基础, 为“全民健身”打造的大数据服务平台。“运动银行”是通过支付宝上的“运动账户”采集和计算用户的运动数据, 将运动消耗的卡路里演化成卡币, 用户获得的卡币在运动商城里兑换商品。简单来说就是在线上为运动人群开设“运动账户”; 而“账户”里的“财产”则是运动消耗的卡路里, 谓之卡币。卡币的作用等同于金融货币, 可以在卡币商城里购买电商平台的实物和非实物类泛体育商品, 包括运动装备、培训课程、赛事门票等等。通过消费, 搭建卡币商城, 运动人群在对健康投资的同时, 产生消费, 形成循环链。3 “运动银行”的功能建设 3.1 体育运动参与的服务平台 “运动银行”属于体育服务

中的一个模块, 让更多线上玩法与线下体育运动、全民健身进行更紧密的结合, 用新的模式赋予体育赛事和运动健身更多的科技和互联网元素, 让运动变得更简单。也将形成一个为体育运动参与而存在的服务平台, 在这一平台的用户能使用‘运动账户’记录自己的运动数据, 管理运动行为, 让健康能通过数据显示变得可视化。3.2 全面健身的大数据平台与激励平台 国家体育总局增设线上活动部分, 将其放在阿里体育的这个平台上, 以“互联网+”建立运动换积分、积分换礼品的激励机制, 号召全民不断拓展时空, 让运动健身成为日常生活中不可或缺的部分。业内人士分析认为, “运动银行”通过红包赛、运动大富翁、抽大奖、运动星期五等互联网玩法和不同的营销手段, 激励人们在参与运动收获健康的同时, 还能获取实惠, 以达到让更多人参与运动的目的。以“红包赛”为例, 用网络隔空的竞赛形式让用户自发进行角逐, 激发运动热情、管理运动持续性, 改变了以往政府组织比赛的传统方式。

3.3 针对运动人群的数字营销平台 如今的阿里巴巴不仅是电商巨头, 还是一家十分出色的科技公司, 其大数据处理能力成为企业的核心。嫁接在支付宝平台上的“运动银行”旨在最大程度地打破场所和时间的限制, 激励运动人群想健身就健身, 随时可以锻炼。

“运动银行”通过实名认证在多维度勾画出参与者的“画像”, 不仅为运动商家提供精准营销的流量价值, 同时可分析可总结的全民健身消费数据也能为相关部门提供有价值的参考依据。阿里体育提供的数据显示, “运动银行”用户的消费偏好倾向于体育用品和智能设备, 由此可见, “运动银行”中的消费者更加追求专业度和性价比, 而非盲目追求大牌, 是一个针对运动人群的营销平台。3.4 “运动银行”平台的行业融合与价值延伸 “运动银行”在科技和互联网元素的推动下, 不断与相关行业融合发展, 并在价值延伸的过程中提升平台的功能。目前主要呈现以下四个特征: (1) 体育互联: 平台可接入城市赛事、体育场馆、全民健身设施、健身服务机构、完善全民健身数据渠道, 拓宽运动卡币获得场景。(2) 健康城市: 平台接入医疗保健、保险体检、民生服务、健商消费、旅行休闲等本地权益, 强化运动健康价值, 打造运动换福利、运动换健康心智。(3) 城市商城: 平台接入本地商贸特产、体育休闲旅游特色商品, 搭建城市专属商城, 本地用户及全国用户可利用卡币换购形式挑选购, 运动垂直人群精准投放。(4) 运动激励: 平台可实时、动态呈现城市专属全民健身(健康)大数据。为居民设立全民健身的“年度达标”、“月度排名“一周达人”等荣誉体系。并为达标人群与运动锻炼的积极市民予以精神嘉奖与现金奖励。4 中国厦门“思明运动银行”实施过程的案例分析 “思明运动银行”作为阿里体育的一个城市分站, 通过打卡赛、红包赛

、“思明体育时尚季”线上赛、思明运动商城等版块持续有力的培养思明用户的运动思维和运动习惯，借助用户喜闻乐见的新媒体玩法调动用户的运动积极性，达到更好更有效的全民健身目的。4.1“思明运动银行”服务平台的作用“思明运动银行”是连接厦门思明区的用户、政府、商户的服务平台。（1）TO用户（为用户提供的服务）1）计步：每100步=1卡路里币（运动数据货币化）。2）线上赛达标后获取完赛奖励（奖金、奖品、权益等）3）由合作伙伴开发当地政府权益及商业权益（全民健身补贴、景点门票等）4）卡路里币获取权益，激励参与运动（报名参赛、预定场地、购买装备和本地权益）总之，用户可以在平台上通过完成指定线上任务或者使用记步所兑换到的卡路里币数，获取商品权益、本地服务权益、健身激励机制或荣誉体系。（2）TO政府（全民健身的大数据平台与激励平台）政府则通过平台向用户发放政府和商家的本地权益，以鼓励市民参与健步走健身运动，以补充投入产出比底下、组织难、风险高、数据缺失的传统健身激励手段（全民健身赛事和场馆补贴），从而提升全民健身工作成绩。（3）TO商家（针对泛体育人群的数字营销平台）商家可通过冠名线上赛，赞助奖品或发放达标权益，实现品牌或产品宣传、淘系店铺引流、线下门店引流。4.2“思明运动银行”服务平台的价值延伸“思明运动银行”的推广，为厦门思明区市民的运动健身构建了一个服务平台，平台能实现厦门思明城区的体育互联、健康城市、城市商城、运动激励等方面的作用。（1）体育互联。“思明运动银行”平台的创办，可将城市中的各个体育赛事联结在一起。在平台中接入厦门体育赛事、体育场馆、健身设施、健身服务机构，完善全民健身数据渠道，拓宽运动卡币获得场景，为人们提供更大的运动便利性。思明运动银行线上任务，如运动打卡、线上赛、榜单评选等，本地体育场馆场地（基本信息、组队活动、营销活动），以及“今日步数、卡币余额、会员等级、虚拟权益”等。（2）健康城区。平台接入思明区特色权益：保险、健康、体检等，强化运动健康价值，打造运动换福利，运动换健康体制机制。（3）城市商城。平台接入本地特色商品搭建城市专属商城，如卡币商城板块有体育装备销售（天猫/淘宝商家、现金+卡路里币购买）（4）运动激励。平台可实时、动态呈现城市专属全民健身（健康）大数据。为市民设立全民健身的荣誉体系。并为达标人群与运动锻炼的积极市民予以精神嘉奖与现金奖励。4.3思明运动银行数据应用分析4.3.1参与的性别比例均衡，青年运动人群为主思明运动银行用户男性占据53.67%，女性占比45.95%，男女比例差小于10%，整体趋于均衡（如图2）。在用户年龄中各年龄层占比相对均衡，其中18-40岁的青年比例超过60%，这部分人群是运动的核心人群，对思明区宣传和发展全民健身打下坚实的群众基础（如图1）图1参与运动银行人群年龄分布图2参与运动银行性别比例4.3.2新用户快速增长截止2018年11月31日，“思明运动银行”的用户数量有比较明显的增长，注册用户中，新用户的比例高达44.4%，可见通过“思明体育时尚季”对

“思明运动银行”产生的拉新效果非常明显，短时间内新用户与老用户所占比重就基本相同（如图3）。图3新旧用户比例图4.3.3中产阶层占比较高，消费力强基于阿里大数据，对“思明运动银行”用户购买力进行分析，不难发现，“思明运动银行”注册用户具有较强的购买力，L3以上的人群可视为中高端消费人群，该人群比重超过50%（如图4），并且最近一个月消费满500元以上的人群将近50%（如图5），对拉动体育消费，促进体育产业发展效益显著。图4思明运动银行用户购买力数据图5用户月支付金额统计图4.3.4“思明体育时尚季”活动参与人群数据分析“思明体育时尚季”作为思明运动银行的核心活动，分为全国赛和思明分站赛。总累计报名人数45037次。其中部分人群具有很强的参与度和忠诚度，参加2次或以上的用户共764人（如表1）。活动均采用地图赛的呈现方式推广和宣传思明赛事活动。自2018年9月24日上线以来不断吸引新用户的入驻，9月24日上线前日均新增用户大约600人，上线后日均新增注册用户在700人左右，可见思明体育时尚季对拉新的效果明显。表1思明体育时尚季累计报名参赛数据统计表重复报名次数7次6次5次4次3次2次累计报名人数26448379994337641、思明体育时尚季——全国赛9月24日-9月30日全国赛。根据表2可知，共有1196万用户了解到思明体育时尚季信息，其中共计105万人点击并详细了解“思明体育时尚季”线上赛玩法，并最终有42655人踊跃报名。全国赛42655名参赛者中，共有40003人完成了日行5000步的小目标，达标率93.76%。累计步数745195486步，按成年人平均步幅80cm算，走过了59.6万km。表2思明体育时尚季全国赛数据表上线时间浏览量点击量报名人数达标率超五千步人数累计步数思明运动银行全国赛9.24-301196w105w4265593.78%400037451954862、思明体育时尚季——分站赛10月1日-1月10日为思明区分站赛。截止至2018年12月11日，思明区约有80万人次触达“思明体育时尚季”宣传页面信息。根据表3可知，活动参与报名人数共2382人。分站赛事中沙滩飞盘赛报名人数最高，有581人参与。“思明运动银行”所有赛事中，有2359人次完成日行5000步的目标，达标率高达98.97%，高于“思明运动银行”全国赛的达标率93.76%，比全国用户达标率高5%。各分站赛中达标率最高的赛事是WSB世界拳击联赛，所报名的449人均完成步数任务，达标率100%。表32018年思明运动银行各分站赛情况汇总表全民健身安全出行沙滩飞盘赛百年国际舞动厦门日出女子跑厦门体博会暨电竞展WSB世界拳击联赛累计上线时间10.8-10.1210.19-10.2810.29-11.111.2-11.911.2-11.911.26-12.11报名人数2845812694053944492382达标率98.59%99.31%98.88%97.78%99.24%100.00%98.97%超五千步达标人数2805772663963914492359累计步数465729312031602473203476584497473505949130446044187根据表3和图6数据得知，超五千步达标人数与报名人员数图形基本相同，且各项赛事运动达标率也接近100%，这些充分说明“思明运动银行”用户报名后，愿意参与各项赛事，并为完





成赛事而运动。图6 思明运动银行用户报名数与超5000步人数柱状图 图7思明运动银行用户报名参赛达标率柱状图 5 “思明运动银行”实施效益主要结论

5.1 改变政府公共服务的管理模式 思明运动银行的应用，各个用户可通过网络连接的竞赛形式让用户自发进行角逐，创新运营手段，自发激励运动热情，改变了以政府组织比赛的传统方式。因此，依托阿里巴巴的“思明运动银行”不失为引导运动的一种时尚，也是一种全新且颇有成效的尝试。

5.2 改变市民的体育生活方式 “运动银行”与以往传统全民健身活动不同之处在于为参与人群的行为特征数据化。通过实名认证，构建的全民健身运动数据平台不仅能够了解参与全民健身的人次，还能记录用户的性别、年龄、地域、购买和其他消费喜好等，这就使运动后的数据可量化、可分析、可总结，为用户实现健康变得可视化。

5.3 提高女性健身的参与度 在传统的体育运动中，男性运动者通常会多于女性运动者，但从此次“思明体育时尚季”中，男性占据53.67%，女性占比45.95%，男女比例差小于10%，可以预见，依托“运动银行”将带动女性运动新风尚。

5.4 扩大城市中老年人的健身人群 上有老下有小的中年人承载着家庭和事业的压力，一向被称为最忙碌的群体。根据图1发现，“思明运动银行”上线以来，40-49岁的用户最多占22.78%，而35-40岁用户排第二占20.85%。由此可见，目前中年人越来越注重日常的运动和保健。中青年人群能够通过运动银行账户记录自己的运动数据，将运动数据存储，管理自己的运动行为。运动是为了健康，运动银行能够实现健康价值的存储。

5.5 健康行为转为经济行为，促进体育产业消费 “思明运动银行”的用户，能通过运动获得健康，再将健康行为转为经济行为，而在运动银行中的消费者是为了更好的运动获得健康而消费，由运动健身的相关产业、到延伸产业和边缘产业，长久如此将形成一个运动健身产业链，促进体育产业消费。

5.6 促进运动管理简单化 “运动银行”是为健康而生，它的背后是数据系统，更是一个健康银行，用户点滴的行为都能让自己变得更健康，从而通过运动形成一种习惯和意识，让市民运动成为生活的一部分，并赋予健康体育生活管理元素，让运动跟随时尚潮流又变得简单化。

5.7 “思明运动银行”是连接用户、政府、商户的服务平台。该平台能实现体育互联、健康城市、城市商圈、运动激励等方面的价值作用。引领厦门市“五大发展示范市”建设高质量稳步发展。

5.8 “思明体育时尚季”的社会效益 厦门思明“体育时尚季”活动推出的“思明运动银行”，极大地提高了市民健康意识与体育参与意识，提高了厦门市民的文明程度，为打造厦门健康城市品牌，提升城市发展质量有积极的推动作用！

## BEINSPORT VERSUS “BEOUTQ”: SPORT TV BROADCASTING AND GEOPOLITICS IN THE MENA REGION

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The number TV channels has mushroomed in the Arab region, in such a way that it is may be difficult today to have an accurate figure of current existing channels broadcasting via satellite and other platforms. There are many Sport TV (state run and private) Channels competing to have a piece of the market, however, when it comes to prime sport programs, the Qatari state owned channel BeINSport, is dominating in the region. BeINSport is now present in all five continents. The international expansion of BeINSport in a short time span, thanks to Qatari state's investment, took everybody by surprise. From being a media tool, it is now turning to be a diplomatic tool that of “soft power” for the Qatari state which is contributing in positioning the country as influential country in the region. This explains why BeINSport has been as at midst today of recent political crisis in the Gulf Cooperation Council. It has been accused by other neighboring countries, KSA, the UAE and Bahrain to serving the political agenda of Qatar, that is is to winning the heart of Arab population, through football. The paper seeks to uncover the geopolitical context underpinning the recent crisis in the GCC and its impact on Sport TV broadcasting. Moreover, BeINSport's strategy to protect its dominance of TV sport broadcasting in the region, as well as its international brand.

## MODEL OF A PROFESSIONAL FOOTBALL CLUB CASH FLOW

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The aim of this contribution is the proposal of a professional football club cash flow model. The model reacts to new specifics within the market environment. Professional football clubs interact with a wide range of subjects, the most important are households, TV companies, sponsors, and patronising national and international organisations. Apart from these subjects, football clubs cooperate with investors, state organisations, and local authorities. Furthermore, the model shows the two most important markets where football clubs operate – the transfer market and the financial market. The model graphically represents and describes not only the cash flow into the club but also the value of reciprocal services such as tangible and intangible products provided by the professional club in exchange for money.

## MANAGING SPORT IN CHALLENGING SOCIO-POLITICAL TIMES

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This paper will examine the complex nature of the relationship between international sport and politics in the twenty-first century. It will do so by considering the social, cultural and geo-political profiles of those countries that are expressly pursuing the hosting of major international sporting events, such as the Olympic Games and the FIFA World Cup. It focuses, on the emergence of a number of ‘new’ countries seeking to host such global mega-events and considers why

they would be so keen to do so when, based on participation levels amongst their indigenous peoples such a decision would appear to have little popular support. More to the point, there would seem to be increasing commonality amongst these ‘new’ nation-states in terms of their political profiles, their attitudes towards minorities, their approach to the advancement of a rights agenda, and to their motivations for hosting major sporting events in the first instance. Ultimately this oral presentation will pose the question of whether sport should readily lend its remaining credibility to such nation-states or whether its ready acquiescence of the same actually says more about its virtual preoccupation with commercial return or, in some cases, its persistent mal-governance in China.

## SOCIAL MEDIA MARKETING IN A GLOBAL SPORT BUSINESS MARKETPLACE

### CAN POSITIVE MEDIA COVERAGE ON DIVERSITY ENHANCE CONSUMPTION OF THE LADIES PROFESSIONAL GOLF ASSOCIATION (LPGA)?

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Although the LPGA has positioned as one of the most globalized professional sports by actively accepting international golfers, the drawback lies with superb performance of international golfers over the U.S. players in the tour. One good example would be the TV rating of 0.6 for the final round of 2017 U.S. Women’s Open, which decreased by 40% from the previous year (Briggs, 2017). This indicates that domestic fans want to watch U.S. golfers in contention for the championship. The situation raised question whether diversity promotion could enhance domestic fans’ interests on the LPGA tours that are dominated by international golfers. Through conducting a comprehensive review of literature, the purpose of this study was to develop a conceptual framework for studying the moderating role of diversity promotion in media programming on the relationship between consumers’ diversity beliefs and their consumption intentions of the LPGA tours. A theoretical ground for this study is Madrigal’s (2001) a belief-attitude-behavior intentions hierarchy, which is a modification of Ajzen’s (1985) theory of planned behavior; the hierarchy successfully depicted consumer behavior in sport setting. Due to the rapid dissemination of globalization, the composition of ethnic groups in many countries are getting diversified that makes the society multicultural, and more people than ever become multilingual in recent years (Chen, Benet-Martínez, & Harris Bond, 2008). Given these changes, the issue of diversity has become prominent and many researches proposed that people’s beliefs

towards diversity play significant role in achieving positive intergroup relations and social cohesion (Rattan & Ambady, 2013). Two main approaches to intergroup relations and interactions are assimilation beliefs and multicultural beliefs. Assimilationists content that shaping single identity is critical element for social cohesion; therefore, minority should follow the way of life of dominant group to become an “ingroup” members (Rattan & Ambady, 2013; Verkuyten, 2005). As the approach requires for minorities to abandon their identity, increased intergroup prejudice and negative attitude towards outgroup members were found (Verkuyten, 2011; Wolsko et al., 2006). Multiculturalism, on the other hand, values group differences and asserts that respecting diverse group’s cultural identity and heritage are important factors to achieve social harmony and equality among diverse group members (Fowers & Richardson, 1996; Wolsko et al., 2000). Many studies found that people with multicultural beliefs expressed reduced intergroup prejudice while showed favorable intergroup attitudes (Vorauer et al., 2009; Ward & Masgoret, 2006; Wolsko et al., 2006). Therefore, we expect that H1) assimilation beliefs negatively correlate with attitude toward the LPGA tour; H2) multicultural beliefs positively correlate with attitude toward the LPGA tour. Media outlets significantly influence the image construction of athletes, coaches, or sporting events (Fortunato, 2000; Zhang et al., 2011). For example, Christopherson, Janning, and McConnell (2002) analyzed the media coverage on 1999 U.S. Women’s soccer world cup team and found that the success and popularity of the team was attributed to media’s inclusion on the gender contradiction that was against the traditional stereotype of femininity, which changed the general perception of consumers toward the team and the

tournament. Therefore, mass media exposure and coverage of a sport organization may have a strong influence in portraying its public image (Nichols et al., 2002; Pedersen et al., 2007). Given the ethnic discrepancy between tour leading golfers and fans in the LPGA tour, a positive media coverage is more likely to elicit greater awareness, higher interest, and more favorable perception of image, especially when the message is to promote diversity and inclusion of players of different colors (Brandon et al., 2016). Many scholars have asserted that positive image contributes to the generation of positive attitude toward a sport product and further enhances consumers' purchase intention (Filo et al., 2010; Speed & Thompson, 2000). In addition, a few experimental researches on diversity beliefs found that when participants were primed with multiculturalism, the group showed more positive attitude towards different ethnic group compared to those who were primed with assimilation and control group (Morrison et al., 2010; Richeson & Nussbaum, 2004; Wolsko et al., 2006). Hence, we assume that H3) positive media coverage on the diversity of the LPGA would moderate fans' attitude towards the LPGA tour who possess assimilation beliefs. Based on a comprehensive review of literature as the primary method of inquiry, a conceptual framework was developed in this study, which proposes that diversity beliefs of consumers are important antecedents for attitude formation towards ethnically diversified LPGA golfers, attitude of consumers with assimilation beliefs would be attenuated by positive media coverage on diversity and inclusion. Portrayal of a positive image of the LPGA is expected to have positive impact on consumers' attitude, thereby increasing the consumption intentions. Given significant impact of mass media coverage on consumer behavior, the developed conceptual model is expected to provide both theoretical and empirical evidences for LPGA marketing strategy; it is suggested that the LPGA should promote and educate the value of diversity to fans, as well as initiate positive media programming for diversity and inclusion.

### **ARENINAS PROJECT A NEW PUBLIC SPACE OF LEISURE IN THE CITY OF FORTALEZA – BRAZIL**

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The present study seeks to analyze the importance and quality of the Areninhas project for the promotion of sport in the perspective of the leisure in the city of Fortaleza. The research was carried out in a qualitative perspective using the method of data collection, where a survey was made regarding the creation and the motivation by which the same were created, and if they meet the population satisfactorily. Areninhas are

soccer fields urbanized and requalified by the City of Fortaleza located in neighborhoods with high index of social vulnerability and low Human Development Index (HDI). Currently the city has 22 Areninhas that are already available to the population. Each week, 442 games are played in the Areninhas. The equipment attends 6,441 enrolled in 190 social projects. The project has the objective of offering quality sports equipment to the population, where the community can, in addition to practicing physical activity, have a safe space for coexistence, leisure and citizen training. Leisure is an activity of extreme importance, since the individual needs moments of rest to maintain their well-being, which is related to their individual needs. According to Dumazedier (1980) defines leisure as essential to man, Bramante (1998) adds the intrinsic relation of socio-political-economic and environmental factors to leisure perception and Muller (2002) emphasizes the importance of having a specific space for this. Leisure is today considered a right of the Brazilian citizen regulated by the 1988 Constitution, and the public power seeking to meet the needs of the population and in compliance with federal, state and municipal laws, constitute public leisure spaces for the promotion of this activity. The concept of public space comes from the Greek city-states and their agoras. The ágoras were configured as public spaces free of buildings used for political and cultural questions, representing the place for the exercise of citizenship. According to Custódio (2006), urban planning must take into account two aspects, the first being the consideration of the city as a dynamic environment in constant process of transformation, constant population growth and diversification and the second that urban planning is centered in the main idea of the search of the improvement of the quality of life of the population, being suitable for the full development of the citizens. Within the concepts studied to define the quality of the Areninhas, at the moment of the invitation to the participants for the research and having the agreement in the voluntary participation of the study, a questionnaire was applied, with the purpose to sensitize the users about the process of evaluation of the space. This category emerged from the subjects' speeches when they answered a questionnaire with questions about the quality of the Areninhas, considering them as a public leisure space; we analyzed twelve criteria to determine a good public space according to New City Life (2006), they are: protection against traffic; safety in public spaces; protection against unpleasant sensory experiences; spaces for walking; spaces of permanence; have a place to sit; possibility to observe; opportunity to talk; places to exercise; human scale; possibility to enjoy the climate and good sensory experience.

## COMMUNITY MANAGER, UN NUEVO PROFESIONAL PARA QUE EL DEPORTE SE CONOZCA (COMMUNITY MANAGER, A NEW PROFESSIONAL TO MAKE SPORT KNOWN)

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El Community Manager, es el nuevo comunicador. Es el profesional que ha nacido de la mano del internet y, sobre todo, de las redes sociales. Claro que su surgimiento también está amparado por las estrategias comunicacionales de gran aliento, las mismas que se relacionan con la comunicación organizacional y las relaciones públicas. En el caso del deporte, las organizaciones, como las ligas deportivas regionales, han venido entendiendo la necesidad de crear áreas comunicacionales en su estructura, de tal manera que puedan responder al entorno, y sobre todo, a esos públicos internos y externos que requieren que les informen permanentemente. La relación de las organizaciones deportivas con sus públicos, ha exigido una diversidad de estrategias organizacionales y comunicativas, entre las cuales aparecen el departamento de comunicación y, como parte de esta estructura, una dependencia relacionada con las redes sociales y manejadas por un Community Manager. LA COMUNICACIÓN ESTRATÉGICA Precisamente, la organización deportiva moderna, se ha dado a la tarea de buscar las herramientas que propicien el crecimiento de la organización deportiva. En el caso que nos ocupa, se sugiere la herramienta comunicativa, como el instrumento clave que posibilitará empezar a solucionar los problemas estructurales del deporte. Hoy en día, las organizaciones de todo tipo, y entre ellas las deportivas, ven la necesidad de abandonar esquemas jerárquicos, tradicionales y añejos de actuación para incorporar nuevas reglas y fórmulas que estén a la altura de las necesidades locales y globales. También se requiere de líderes y ejecutivos que, ante todo, comuniquen, pero además lo hagan con velocidad y oportunidad. Aparece en este entorno, el comunicador organizacional, como el nuevo líder, que al lado del gerente o director de deportes, recibirá las herramientas para que este último haga su labor más competitiva. Obviamente, el comunicador organizacional que se propone para la empresa deportiva, debe abandonar sus comportamientos tradicionales, los que históricamente se limitaron a informar internamente ante el personal, hablar solo de lo positivo de la organización y asesorar al gerente en las relaciones con la radio, la prensa, la televisión y los nuevos medios cibermultimediales. Obviamente, esta labor es importante, pero hoy en día el comunicador organizacional tiene que ubicarse en otra perspectiva, en donde él mismo gerencie, proponga, investigue y participe activamente de la labor y posicionamiento de su institución. Se hace referencia entonces a una comunicación estratégica, en donde el profesional de la

comunicación mirará hacia el futuro sin abandonar el presente. Este comunicador organizacional y estratégico, no se limitará a publicar artículos o revistas, sino también a mostrar su empresa como una organización competitiva y con muchas posibilidades en el mundo del deporte y hasta de la sociedad en general. De acuerdo con esta reflexión, el comunicador estratégico, tendrá que entender los tipos de comunicación que se requieren en su organización, tales como la interna ascendente y descendente, horizontal o transversal y externa. Para llevar a cabo esta importante actividad, el comunicador deberá proponer la creación de un departamento de comunicación que liderará todos los procesos de ese tipo y en los cuales participarán desde el portero de las instalaciones deportivas hasta el mismo gerente. El solo hecho de aprobar o desaprobado la creación de la oficina, mostrará la importancia que el gerente o ejecutivo de turno, le dan a la comunicación y obviamente, a sus deseos de ser exitosos y competitivos. El prestarle atención a los procesos comunicativos en la organización, implica innumerables ventajas para ella. Veamos: -Hay coordinación entre las distintas áreas o dependencias. -Se perfila el trabajo en equipo, con lo cual aparecerá la acción coordinada. -Habrá desarrollo organizacional, en la medida que la comunicación introduce el cambio, el mismo que va de la mano de un pensamiento estratégico. -Cuando hay comunicación, hay participación. Es decir que los deportistas, entrenadores, secretarías, instructores y en general todo el personal, se sentirá importante, ya que es objeto de comunicación. Por esta razón planteará propuestas y se sentirá parte activa de un proceso de cualificación interna. Por último, es claro que entender la importancia de los procesos comunicativos, permite a la organización mejorar sus actividades, tanto en la perspectiva interna como la externa. Sus empleados, deportistas y entrenadores, no solo buscarán mejorar los niveles de rendimiento sino que también hablarán por la organización y serán voceros positivos de ella. De ahí la importancia de crear un departamento de comunicación, en el cual aparecerá el nuevo profesional llamado Community Manager. CONCLUSIONES Cualquiera que sea el carácter de la organización deportiva, debe tener como herramienta primordial de trabajo, un Departamento de Comunicaciones. Esta dependencia, que debe ser concebida con pensamiento estratégico, en la medida que resuelve problemas del presente y del futuro y que da la mano al gerente en las relaciones con todos sus públicos y/o clientes, está ubicada en una línea de preferencia en el andamiaje organizativo de la institución deportiva. De acuerdo con la investigación en las ligas deportivas del Departamento de Antioquia (Colombia), queda claro que el Departamento de Comunicaciones es un instrumento fundamental en la estructura organizativa de la institución que desarrolla labores comunicativas internas y externas, precisamente para darle respuesta a las tareas

informativas periódicas que demanda la organización y que tiene que ver con los diferentes públicos de la estructura, con el propósito de mejorar el funcionamiento y ganar reconocimiento social, a causa de su buena imagen. Igualmente ayuda al gerente a mirar hacia el futuro, lo apoya en tareas publicitarias, corporativas, de mercadeo y en general busca el posicionamiento social de la entidad, lo que repercutirá finalmente en utilidades sociales y económicas, de acuerdo con el caso.

## THE ROLE OF MASS MEDIA IN PUBLICIZE SWIMMING IN IRAN

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The amount of participation in sports among girls is much lower than that of boys. There are several reasons, including practical obstacles, personal, social and cultural barriers (Prkash, 2018). The development of various sports disciplines in the world depends on the marketing activities and the presence of media. A media strategy for generating narratives that generally require youth sports and in particular the development of any sport (Taks and et al., 2018). Swimming is a sport that has certain limitations and development requires the proper role of the media. For this purpose, this research seeks to study the role of mass media in the publicize of the field of swimming in Iran and seeks to find ways to cover the media of women's sports. review of literature: Previous literature states that the amount of coverage allocated to women's sports is significantly lower than the amount of coverage that their male counterparts receive. Cooky and et al., 2015). sadeghian et al. (2014) In a research entitled The role of mass media in the tendency of the people of Hamadan to public sport, it has been concluded that various types of mass media (audio, video and print) affect the tendency of the people of Hamedan to public sport. The most important role of the media is to educate people about the benefits of public sport and the least important role of the media in promoting and informing about sport for all and its conferences. Therefore, the promoters must pay special attention and sports professionals must also, in addition to disseminating scientific findings in specialized media, collaborate with the media to increase their impact on sports development (Sadeghian et al., 2014). In another study, Al-Shamli et al. (2012) examined the impact of group media on the promotion and development of sport in order to increase the health of the community. The findings of the research showed that the media has a high ability to influence the increase of public awareness in the culture of sport. According to the above information, it can be stated that mass media play a very important role in the amount of people involved in sports (Al-Shamli et al., 2012). research

method: research method was qualitative and the statistical population of the study was interviewed by 12 sports management specialists, experienced swimming pool managers, experienced coaches and experienced savors, experienced athletes and swimming federation planners. Interviews continued in this section until theoretical saturation stage. Results. The results of the research indicate Due to the cultural and legal restrictions that the swimming has for displaying media, media capacity is used in a way that should be taken into account the effectiveness of this field of cultural values of Iran. Regarding the importance of media coverage for the generalization of the field of swimming, they highlighted the importance and influence of the media on the generalization of swimming sport for women in the country. discussion: Planning for the marketing and operation of communication management in the field of swimming sports an important role in publicizing and attracting people's attention to this field. In fact, the development of various sports disciplines in the world depends on the marketing activities and the presence of media, and the growth of sport is due to the two issues. Nowadays, when the swimming field faces numerous cultural problems for media displaying, recognizing opportunities and using marketing methods and media ads in accordance with Iranian culture can be one of the most important ways of attracting the community to this sport. There are some ways to show women's swimming in Iran: Holding woman's Swimming Tournament, Media education and information, Women's Swim Marketing, Application of film-taking techniques in women's swimming, Provide role model in movies and serials. On the other hand, the media communication and the production and distribution of media programs with the content of the introduction of the field of swimming and its effects and its role on improving the lifestyle of individuals and inviting people to participate in this field gradually caused the culture and the tendency of people to Exploiting the valuable capacities of this sport.

## EXPLORING THE BEHAVIORAL RELATIONSHIPS OF FAN ENGAGEMENT

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Fan engagement has received increased academic and practitioner attention because of its ability to influence organization-consumer relationships. However, existing research on fan engagement has mostly focused on non-transactional behaviors and neglected its relationship with transactional behaviors. To address these research gaps, the following research question guide this project: What is the relationship between non-transactional engagement behavior and transactional engagement behavior? 2. Theoretical

Background and Literature Review. Yoshida, Gordon, Nakazawa, and Biscaia (2014) developed a fan engagement scale in team sports with a focus on non-transactional behaviors, and conceptualized fan engagement as “a sport consumer’s extrarole behaviors in non-transactional exchanges to benefit his or her favorite sport team, the team’s management, and other fans.” (Yoshida et al., 2014, p. 403). While this definition provided an important initial step towards team-sports-specific conceptualization of fan engagement, the rather narrow definition ignores relevant components. In the current research, we define fan engagement as fan’s interactions with a sports team or with other fans of the sport team and consequently extend Yoshida et al.’s conceptualization with transactional behaviors and additional non-transactional behaviors. Our conceptualization considers Word of mouth, Management cooperation, Prosocial behavior (Yoshida et al., 2014), Knowledge-generation and Socialization (Trail & James, 2002) as relevant non-transactional fan engagement behavior; and Purchase Intention (Yoshida et al., 2014), Following a team through different media channels (Wann & Branscombe, 1993) and Customized & commoditized product use (Yoshida, Gordon, Heere, & James, 2015) as relevant transactional engagement behavior.

3. Research Design, Methodology and Data Analysis. Quantitative data were collected through an online survey distributed to 634 team fans in Switzerland via E-Mail. Most of the respondents were male (61.2%, female = 38.8%) and the most were aged between 15–24 (41.3%) and between 25–39 (33%). 21.4% lived closer than 10 km from the team, most between 20–99 km from the team. Income was homogeneously distributed between 0 and over 10.000 CHF per month. Measures were developed through a literature review. Four sport management academics rated each item for clarity and content validity, and only items that exceeded a .80 threshold were included in the survey. The final questionnaire, which was offered in German and English, contained 24 questions (5-point Likert-type scale) capturing the eight fan engagement dimensions, as well as sociodemographic questions. We used IBM SPSS Statistics 25 and IBM SPSS AMOS 25 for the data analysis and followed Brown (2006) during the procedure. First, the reliability and validity of the measures were tested using confirmatory factor analysis (CFA). Second, structural equation modeling (SEM) was used to test the hypotheses in the proposed model.

4. Results, Findings and Discussion. Results indicate acceptable model fit ( $\chi^2_{df} = 3.538$ , SRMR = 0.0542, NFI = .902, TLI = .911, CFI = .927, RMSEA = .063) and reliability with Cronbach alphas above .70, CR above .60, AVE and Factor Loadings above the recommended .50 cutoff. Results show positive relationships as well as negative relationships between various behaviors. Especially prosocial behavior influences purchase intention ( $t = 4.651$ ,  $p \leq .001$ ), customized and commoditized product use ( $t = 4.829$ ,

$p \leq .001$ ) as well as following a team through different media channels ( $t = 2.563$ ,  $p \leq .01$ ) positively. In addition, word of mouth influences purchase intention ( $t = 3.103$ ,  $p \leq .01$ ) and the use of customized and commoditized products ( $t = 5.248$ ,  $p \leq .001$ ) in a positive way. In contrast, however, negative relationships are also observable. Above all, the relationships between Management cooperation and purchase intention ( $t = -3.887$ ,  $p \leq .001$ ), customized and commoditized product use ( $t = -4.194$ ,  $p \leq .001$ ) as well as following a team through different media channels ( $t = -3.284$ ,  $p \leq .001$ ) is to be mentioned.

5. Conclusion, Contribution and Implication. We contribute to the sport management literature by providing a broader understanding of the construct of fan engagement. Results show some non-transactional engagement behaviors influence transactional engagement behaviors. Especially that positive prosocial behavior leading to higher purchase intention, a higher use of customized and commoditized products as well as the behavior to follow a team through different media channels is of strong relevance for sport marketing managers. Based on the results, we recommend to team sport clubs to promote interactions between fans and (still-)non-fans as well as between the fans themselves. This can take place before, during and after games, on both online platforms and offline opportunities such as team events. Most interestingly, fans tend to use less customized & commoditized products and less purchase intention when they show high management cooperation behavior. Especially fans of European football clubs reflect this. On match days the goal of the so-called “Ultras” is to create an intimidating atmosphere for the opposing team and at the same time to motivate their own. But that doesn’t mean that they have to wear the jerseys of their club. Many Ultras never wear their team’ merchandising products because they believe that if you really love your football club, you don’t have to show your love with a shirt or scarf. Instead, they spend hours creating banners or flags that convey a social, political or societal message. With our findings, we seek to help future research capture the phenomenon of fan engagement more holistically.

## **NEUROMARKETING APLICADO A LA MEDICIÓN DEL IMPACTO PUBLICITARIO DURANTE UN STREAMING DE ESPORTS (NEUROMARKETING APPLIED TO THE MEASUREMENT OF THE IMPACT OF ADVERTISING DURING ESPORTS STREAMING)**

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Los eventos de eSports (deportes electrónicos) son considerados como una herramienta de marketing por

parte de las empresas que prestan patrocinio con el objetivo de atraer a nuevos consumidores. Es por ello que la eficacia de publicidad se torna de vital importancia. El análisis del proceso cognitivo y emocional en los consumidores mediante técnicas de neuromarketing, permite describir la percepción de los impactos publicitarios en el propio contexto de consumo. En el presente artículo se propone la aplicación de un protocolo desde el ámbito del neuromarketing, y considerando la importancia de los procesos subconscientes del ser humano; este protocolo pretende ser válido para estudiar cómo afectan los estímulos publicitarios presentes en un streaming. Utilizando como escenario la final del más importante campeonato de eSports en España. El instrumental necesario para el protocolo es proporcionado por la empresa Bitbrain, y está compuesto por un electroencefalograma, un eye tracker, un sensor de frecuencia cardíaca y un sensor de respuesta galvánica de la piel. Este instrumental nos permitirá conocer qué reacciones subconscientes se presentan a nivel cognitivo y emocional con las variables de valencia, atención, engagement (compromiso), activación emocional y memorización, y cuáles son las zonas del stream en donde los espectadores fijaron su mirada. El estudio pretende obtener información sobre las variables determinantes del impacto emocional y cognitivo que ejerce la publicidad a nivel subconsciente, para aumentar la rentabilidad de los resultados y mejorar experiencia del espectador, evitando un formato invasivo y/o molesto.

Revisión de la literatura Neuromarketing El Neuromarketing nos acerca a una comprensión más completa y real de los gustos del consumidor y permitirá en consecuencia cometer menos errores en los lanzamientos, posicionamientos de productos, la comunicación, ... (Díaz & Cepero, 2010). Ya que permite observar en directo el funcionamiento de cualquier estructura relacionada con la recogida y procesamiento de estímulos. Según Braidot (2013), el Neuromarketing puede entenderse como una disciplina avanzada que investiga y estudia los procesos cerebrales que explican la conducta y la toma de decisiones de las personas en los campos de acción del marketing tradicional: inteligencia de mercado, diseño de productos y servicios, comunicaciones, precios, branding, posicionamiento, targeting, canales y ventas. Como ejemplo, el estudio de mercado con la ayuda de la nueva tecnología como lo son la resonancia magnética y la tomografía computarizada, permiten hoy en día conocer mejor las sensaciones que le producen placer al consumidor (Malfitano, 2007). Publicidad, Brand placement y branded content Según Baños y Rodríguez (2003), la publicidad tiene como objetivo llegar a todos los potenciales consumidores, pero la creciente saturación de los espacios destinados a la publicidad en los medios audiovisuales hace cada vez más difícil encontrar el lugar donde la exhibición de la marca tenga el alcance deseado por un anunciante. Esta

situación obliga a los profesionales de la publicidad y el marketing a mantener un continuo esfuerzo para descubrir nuevas formas de alcanzar sus objetivos. Para Karrh, (1998) la definición de Brand Placement (BP), implica un paso que va más allá de la mera inserción de marcas y productos en un contenido audiovisual. Del Pino y Olivares (2006), lo definen como toda presencia o referencia audiovisual intencional de una marca claramente identificable. A pesar de la globalidad de esta definición, los autores hacen referencia al BP como una técnica integrada en la ficción que va más allá de la simple ubicación, dado que se trata de menciones en los guiones o del uso o consumo de los productos por parte de los personajes de la escena audiovisual en que se inserta la marca. Se trata pues de emplazamientos activos del producto, en los que la marca tiene una presencia más relevante en la acción, pero no hay creación de contenidos propios, sino en la integración de la publicidad en productos de ficción que son ajenos a la marca (Méndiz, 2007). Así, el BP es definido como aquellas acciones en las que se busca integrar los valores de una marca en un contenido que puede ser de entretenimiento, información o educación ya sea a través del product placement o emplazamiento de producto, de los patrocinios, de las pantallas compartidas o de modalidades como el advertainment y el licensing (Aguado, 2008). Es por lo tanto una mezcla indiscernible entre entretenimiento y publicidad (Caro, 2013). La idea es la de que el mensaje publicitario ha de integrarse todo lo posible en el contenido que el espectador vería de manera habitual, sin interrumpir sus momentos de ocio y formando parte de una estrategia publicitaria “pull” en lugar de “push”, como sería en el caso del BP. Sin embargo, la distinción entre las dos modalidades publicitarias se encuentra en la autoría del contenido que se convierte en “soporte publicitario”. eSports El concepto de eSports se utiliza para designar a las competiciones de videojuegos, las cuales se han convertido en deportes internacionales de gran popularidad. En aquellos encuentros, jugadores profesionales compiten en videojuegos asociados a deportes electrónicos de estrategia en tiempo real (Trancoso, 2016). Por lo general, los desarrolladores y responsables de un juego muestran cierta predisposición para establecer su producto como un eSports en el mercado a través de la cesión de licencias, patrocinios de torneos y publicidad (Antón & García, 2014). La plataforma de streaming es el soporte de transmisión de los eSports que más importancia tiene. Esta técnica distribuye el contenido multimedia a través de internet permitiendo al espectador consumir un producto a la vez que lo descarga en su dispositivo (celular, tablet o computador) como flujo de datos de manera temporal. La oferta y cobertura de internet ha ayudado a que la transmisión mediante streaming sea posible, permitiendo que personas jugando o compitiendo desde su casa sean observadas por aficionados originando una concepción diferente de evento deportivo (Trancoso, 2016). Método de la

investigación La muestra se compone por un total de 50 hombres con una edad entre 18 y 35 años (media 23,4 años); consumidores de eSports manera asidua, ya sea jugando o visionando streams con 10 horas mínimo a la semana. Los instrumentos para realizar las mediciones son: Electroencefalograma – Diadem EC, Medidor de respuesta galvánica de la piel – Ring y Eye Tracker – Tobii Pro X2-60. Las variables consideradas en el estudio son: Patrón de la mirada, activación e impacto emocional. Métricas basadas en electroencefalograma: Valencia y engagement.

## **INFLUENCE FACTORS OF OPINION LEADERS ON THE EFFECT OF SPORTS CRISIS INFORMATION TRANSMISSION FROM SELF-MEDIA ENVIRONMENT**

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With the in-depth development and popularization of media, opinion leaders and information dissemination have become the focus of attention in the academic and practical world. The related characteristics of opinion leaders are a common practice in measuring the impact of information dissemination, and the academic community is targeting sports. Crisis research in the field is related to the Internet public opinion. How to deal with the problem of crisis information dissemination from the media and avoid sports crises such as “Pingchang Olympics refereeing and punishment”, so as to avoid the adverse effects of information dissemination and provide early warning, public relations, and image reshaping for China’s sports crisis information. Work brings new challenges. This project has comprehensively analyzed the impact of opinion leaders on information dissemination capabilities, network location centrality, and strength of network relationships, and analyzed the impact of the crisis on the effectiveness of sports crisis, pointing out the current deficiencies of opinion leaders in the dissemination process and suggesting reasonable improvements. Suggestions and predictions of a more complete development model in the future will provide theoretical support for the correct guidance of opinion leaders and improve the response to sports crises. Therefore, it is of great significance to explore the effect of sports crisis information dissemination in China under the background of extensive use of media. The research thinking of this research is: First of all, according to the theoretical and practical background of the study, explore the significance of this study, and sort out relevant concepts based on opinion leaders, network information dissemination, sports crisis communication methods, and other related concepts. Taking the information audience under the media environment as the main object of the study, literature review method, questionnaire survey method and other methods are used as research methods of this

paper. Secondly, this paper constructs a theoretical model of the influence of opinion leaders on the impact of sports crisis information dissemination, proposes research hypotheses based on the relationship between variables, refers to the relevant variable measurement scales that have been researched and designed, selects the appropriate survey population, and finally forms a questionnaire. The reliability and validity tests were used to screen the scale questions and form the final questionnaire. Therefore, the appropriate research objects and research methods were selected, and the information audience was taken as the research object. Combining trust theory and perceptual value theory, empirical analysis was performed on acquired data, including descriptive statistical analysis of samples and path coefficient and correlation of conceptual models. Based on the analysis of 134 questionnaires, the main conclusions of this study are as follows: (1) The theoretical model of this study can explain better the effect of opinion leaders on the effect of sports crisis information dissemination. This model audience has a higher explanatory power for the acquisition of sports information. (2) In the audience’s access to sports crisis information, opinion leaders are more demanding on information processing capabilities, and opinion leaders can correctly assess crisis information, and whether or not information processing can be appropriately expressed affects the audience’s information on sports crisis. Evaluation. In the course of research, it is found that the audience has a high degree of concern for the correctness and accurate expression of information. In summary, in the process of sports information dissemination, the audience is concerned with the authenticity of information and opinion leaders in both directions. (3) This study shows that the audience’s recommendation for information acquisition consistency is not significant, and the audience’s demand for opinion leaders’ recommendation of public sports crisis information is not significant, further demonstrating that opinion leaders need to further enhance their knowledge of sports crisis information. Ability to meet the audience’s need for sports crisis information. Based on the communication theory and social network theory, this research innovatively proposes a conceptual model of opinion leader’s effect on information dissemination of sports crisis, conducts experimental discussion on the effect of sports crisis information dissemination, and innovates in terms of opinions and features. Based on the relevant conclusions of this study, suggestions are made for the development of opinion leaders and sports crisis information dissemination in the information dissemination activities of sports self media: (1) emphasis on the influence of opinion leaders; (2) prevention of sports crisis events; (3) opinions Training of leaders; (4) Strengthening of government network monitoring measures.



## GENERATIONAL DIFFERENCES IN THE UTILIZATION OF SOCIAL MEDIA FOR SPORT PURPOSES – CASE STUDY

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The development of social media and their use in sport is increasingly at the heart of academics as well as experts from practice. The main benefits posed by new media are mainly associated with their use for marketing purposes and for strengthening of interaction with the customer in sport. So far, there has been a lack of studies which would examine the generational difference of how the sports fans use social media. Therefore, the aim of this paper is to present the current generation of sports fans (the fans of Baby Boomers Generation, Generation X, Generation Y and Generation Z) and their patterns in the utilization of social media (SM) for sport purposes in the Czech Republic. In the era of the Industry 4.0 the basis of which is digitization, the knowledge of the patterns of SM use across the generations can help sports organizations properly set up their communication with fans. Review of literature Dimovski and Paunova (2013) present the social networks as an excellent tool for the public relations in the communication activities for promotion of the sport; O'Reilly and Brunette (2014) found 4 primary gratifications sought by Twitter users: interaction, promotion, live game updates, and news and stated that professional sport teams can improve strategic fan engagement by better understanding how Twitter followers use and seek gratification in the social-media experience; Stavros, Meng, Westberg, and Farrelly, F. (2014) revealed the motivations underpinning the desire of fans to communicate on the Facebook sites of several National Basketball Association (NBA) teams. Findings indicate that fans exercise four key motives as they draw value from the social media enabling connection to the team: passion, hope, esteem and camaraderie. The definition of the generation differences is offered Schroer (2008) and generation differences and the integration of technology in learning, instruction, and performance are explained by Oh & Reeves (2011). Research method. This was a representative quantitative survey on the population sample of the Czech Republic aged 18+. As a sample selection method, a quota selection has been chosen, with quota features being gender, age, education, headquarters, and region. Representativeness of the sample was ensured at the level of individual regions (tied quotas). Data from the Labor Force Survey 2016 (LFSS), implemented by the Czech Statistical Office and the Population and Housing Census 2011 (SLDB), was used as the basis for the selection. The sample size was 998 respondents. The confidence interval is within  $\pm 3.1\%$  at 95% of the significance level at 50% of the frequency. Data collection was performed from December 12, 2018 to

January 3, 2019. Data were collected using a standardized questionnaire. Inquiries took place in the face of trained questionnaires and respondents. The interviews were conducted in the respondents' homes. Respondents' replies were recorded in electronic questionnaires (CAPI). Data processing took place in IBM SPSS, Q Research and MS Excel. Results. Average age of respondents Mean SD N In total 48,34 16,91 998 Z (18–23) 20,47 1,88 62 Y (24–37) 30,79 4,33 252 X (38–53) 45,20 4,65 279 54 more 65,69 7,67 405 The study revealed following strong correlations: • the lower the age, the more frequent the observation of the sport on SM • the higher the frequency of Internet usage, the more frequent the observation of the sport on SM • the higher the number of household members, the more frequent the observation of the sport on SM • the higher the "intensity" of using the smartphone, the more frequent the sport is watching on SM • profile on social networks – strong correlation with SM usage for sport purposes, The correlation – the higher the household income, the more frequent the observation of the sport on SM – is moderate. Strong correlation between gender and frequency of watching sport – men watch sport more often than women but generational correlation and sport observation frequency is insignificant at the materiality level of 0.05. There is also just a moderate correlation (Cramer's V 0.351) between the usage of SM for sport purposes and generation of sports fans. Discussion. The preliminary results of this study are challenging to some extent the paradigms with regard to the SM utilization and age for sport purposes. The knowledge of the sports fans generational structure within the population and their patterns in utilization of SM can significantly influence the marketing strategies of sports organizations in the digital age. Note: Complete results are not available at the time of abstract submission, but author guarantees that the results will be presented at the conference.

## SCIENTIFIC RESEARCH IN SPORTS COMMUNICATION: A REVIEW OF PUBLISHED LITERATURE RELATED TO SOCIAL MEDIA AND SPORT IN THE IJSC

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In a sporting context, communication is a process in which individuals and organizations involved in a sporting environment generate meaning from interactions with others first, there must be an initial part seeking Communicate with another party or parties. Secondly, there is an interaction that can consist of spoken or written words, gestures, and even images. Finally, the interaction between the parties is provided through a channel that, for example, can be as simple as a face-to-face or more complex interaction as a television broadcast (Pedersen, Miloch, Laucella, 2007). Academic research on social media in a sporting

context continues to grow. Recent efforts have concentrated on the intersection of social media and sports sponsorship (Abeza, Pegoraro, Naraine, Séguin, & O'Reilly, 2014). In view of the accelerated growth of social media and the interest of the academic community for research on this topic so current. The objective of this review article is to analyze how research on social media and sports is carried out and published by an academic journal of excellence and unique about sports communication in the world, the International Journal of Sport Communication (IJSC). Theoretical Background. Social media platforms have become an important tool for sports marketing professionals to communicate their brand image and engage with fans (Maderer, Parganas, & Anagnostopoulos, 2018). The broad adoption of social media by fans, as well as the use of social media for marketing purposes by sports organizations, among others, increased interest on the part of the academic community (Abeza, O'Reilly, Seguin, & Nzindukiyimana, 2015; Williams & Chinn, 2010). The IJSC is an American academic journal, created in 2008, and is the first to provide a comprehensive view of the field, covering topics related to communication in sport, through sport or in a sporting environment. Methodology. This study is characterized as a literature review. According to Thomas et al. (2012) The "Literature analysis is part of all types of research. The scholar is always aware of past events and how they influence the current research". An analysis of research published on IJSC related to social media and sport was conducted, divided into six categories: number of researches published per year; Types of research; most commonly used keywords; Number of authors of the articles; Countries in which the research is carried out; Methodology. Considering that all researches published in the IJSC there is some relationship with sports communication. Because it is a very current and constantly changing subject, it was decided to perform the analysis of published literature from March 2014 to December 2018 (current journal). In this period, the IJSC published 41 researches were related to social media and sport. In all published articles, an analysis of the title, summary and keywords was performed. When necessary, a deeper reading of the research was performed. The guiding criterion for analyzing whether the articles dealt with the theme "Social media" was based on the definition of Jue et al. (2011) in which the most common forms of social media are blogs, wikis and social networking site. Results, Discussion and Implications. The 41 articles analyzed were divided into six different categories: Researches published per year; type of research; keywords; Number of authors; Country of origin; Methodology. Year of publication: 2014: 24.39% (n10); 2015, 21.95% (n9); 2016, 14.63% (n6); 2017, 14.63% (n6); 2018, 24.39% (n10). Type of research: research related to social media and sports were very well divided. Research categorized as original research prevailed minimally with 36.58% (n15); Student

research 31.70% (n13); Case study 31.70% (n13). Keywords: keyword most commonly used in the articles analyzed was Social media with 10 repetitions, followed by Twitter with seven repetitions, Sport communication with four replications. Number of authors: 46.34% (n19) of the researches are published by two authors. A much larger number than publications with three authors with 26.82% (n9). Researches with one author or four authors are minority with 12.19% each (n5). Country of research: it can be concluded that the vast majority of published researches with 73.17% (n30) are from the United States. Other countries in the world are far below. Noting that no research on the African continent or Latin America was published. Methodology: qualitative 58,53%, (n24) is the most used in studies on social media and sports. followed by mixed methods 21,95% (n9) and quantitative 14,63% (n6). In recent years, research on social media and sport has grown considerably and there is a lot of space and interest in this type of research in academia. Because it is a very current subject, most researches use the qualitative methodology. Although the IJSC is an international magazine, still the vast majority of published researches are conducted in the USA, while no research from Africa or Latin America has been published on the subject.

## **SOCIAL MEDIA MOTIVATION OF MIXED MARTIAL ARTS FANS INFLUENCE ON PURCHASE INTENTION WITH THE MEDIATING EFFECT OF FAN IDENTIFICATION: A REVIEW OF LITERATURE**

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In recent decades, the population on social media has increased rapidly. Williams and Chinn (2010) defined social media as being "the tools, platforms, and applications that enable consumers to connect, communicate, and collaborate with others" (p. 422). As the number of users has increased, many companies have begun using social media as communication tools and promotional tools for customers (Bruhn, Schoenmueller, & Schäfer, 2012; Keller, 2009; Mangold & Faulds, 2009). In addition, the increase in the population of social media users has led to changes in consumer behavior. As a result of the changing perceptions of consumers on social media, many research studies pertaining to social media usage have been based on the uses and gratifications (U&G) theory (e.g., Chen, 2011; Clavio & Kian, 2010; Johnson & Yang, 2009; LaRose & Eastin, 2004). Katz, Blumler, and Gurevitch (1974) asserted that the application of the U&G theory demonstrates that individuals are active evaluators and media users and that individuals use media to achieve gratification and satisfy their needs. The use of social media marketing tools or communication tools is the same in the sports market. Furthermore, as social media becomes crucial in the

sports market, many research studies have been performed in terms of social media and sports, and many of these research studies have focused on Facebook and Twitter (e.g., Blaszk, Burch, Frederick, Clavio, & Walsh, 2012; Clavio & Kian, 2010; Hambrick, Simmons, Greenhalgh, & Greenwell, 2010; Sanderson, 2013). The Ultimate Fighting Championship (UFC) is no exception. The UFC manages a variety of official social media accounts to provide various content and event information as promotional activities. After Zuffa, LLC purchased the UFC for \$2 million in 2001, the popularity of the UFC has grown rapidly (Smith, 2016). However, the organization is facing several challenges, such as TV ratings and revenues, to maintain a competitive advantage in the sports market. In other words, although previous studies related to MMA spectators' motivations have highlighted MMA fans (e.g., Andrew, Kim, O'Neal, Greenwell, & James, 2009; Kim, Andrew, & Greenwell, 2009; Kim, Greenwell, Andrew, Lee, & Mahony, 2008), UFC fans' motivations for following and using social media should be assessed for a better understanding of consumer behavior in this unique setting. Moreover, fan identification is a crucial factor for the UFC business because previous research has revealed that fan identification positively influences media consumption, event consumption, and purchase intentions (e.g., Fisher & Wakefield, 1997; Wang, Jain,

Cheng, & Aung, 2012; Wann, 2006; Wann & Branscombe, 1993). Most importantly, previous studies have found a mediating effect of fan identification on the relationships between consumer motivation and various forms of intention or consumption (Hu & Tang, 2010; Park & Dittmore, 2014). Especially, previous studies found that UFC fan identification is closely related to the future purchase intentions of UFC fans (Brown, Devlin, & Billings, 2013; Shapiro, Reams, & So, 2019). To survive in a fierce sports market, it is necessary to clarify relationships among social media motivations, fan identification, and behavioral intentions. Therefore, the purpose of this review was to provide a better understanding of the MMA fans' social media motivation and purchase intentions regarding fan identification by reviewing the previous literature. Particularly, based on a comprehensive review of the U&G theory and fan identification literature, this presentation has five objectives: (1) to provide the results of the MMA fans' motivation from previous studies, (2) to present the recent trends of the U&G theory research related to social media and the sports market, (3) to provide findings from the previous U&G theory research related to future intentions, (4) to summarize the definition of fan identification by emphasizing its mediating effect, and (5) to provide an agenda for future.

## INTERNATIONAL RELATIONS IN THE GLOBAL SPORT BUSINESS MARKETPLACE

### SOFT POWER THEORY IN INTERNATIONAL SPORT MEGA-EVENTS

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Hosting international sport mega-events such as the Olympics and FIFA World Cups has often been criticized in many recent studies because they are economically not worth it. For example, hosting the Olympics does not guarantee profound economic success by generating long-term effects. Although, hosting the Olympic Games can impact on a short-term basis, such as GDP performance and unemployment in the pre-Games phase (Mihalik & Simonett, 1998; Tien, Lo, & Lin, 2011). These findings support the research by Flyvbjerg, Stewart, and Budzier (2016) that hosting the Olympic Games could be one of the riskiest and costliest types of megaprojects that exists. Olympics have caused actual outturn cost of \$5.2 billion for summer games and \$3.1 billion for winter games in all Olympic Games between 1960 and 2016. It has cost \$8.9 billion on average while 156% cost overrun is average. Although many studies show that sport mega-events are not worth the hassle in creating the positive economic

impact, the soft power theory stands. According to Nye (1990) soft power can be defined as the ability to influence others by attraction and persuasion. Recently, the concept of soft power by Nye (1990) played an important role in understanding the increasingly key motivations for nations and/or cities to host sport mega-events. Sport mega-events can be used for potential image-enhancement as a soft power strategy. For example, the negative image of South Africa was re-created by hosting the 2010 World Cup after being suspended by FIFA (Nygard & Gates, 2013). Xi Jin Ping's recent focus on soft power through various strategies including the promotion of the Olympics (Beijing 2008 Summer and 2022 Winter Games) and Chinese professional soccer (Chinese Super League) could be another good example (Grix & Brannagan, 2016). China, the Olympic champion of the 2008 Games, used the Beijing Olympics to demonstrate national supremacy, reinforce national identity, and invoke patriotism (Jiang, 2013). In addition, international sport mega-events can be used as a critical vehicle of soft power strategy in diverse diplomatic contexts. According to Nygard & Gates (2013) sport-politics and diplomacy are the part of soft power in that they aim to persuade and not coerce. Probably, the best example is the so-called "ping-pong

diplomacy” between China and the U.S. in the early 1970s. The two countries dramatically opened their relationship during the Cold war by ping-pong diplomacy (Han, 2018). Therefore, the purpose of this study is to investigate and compare the effects of the 2018 FIFA Russia World Cup and the 2018 PyeongChang Winter Olympic Games as the nation’s soft power strategy. This study employed a case study research method to explore the effects of the 2018 FIFA Russia World Cup and the 2018 PyeongChang Winter Olympic Games as the nation’s soft power strategy. First, we conducted a thorough analysis of documents surrounding Russia’s and PyeongChang’s hosting of the 2018 Games. The data included local newspapers in the area of PyeongChang, government documents and two international newspapers including the USA Today and The Guardian during and after the Olympics and World Cups. Second, after the Olympics and World Cups, we conducted a number of interviews with key members from the Ministry of Sport of the Russian Federation, and the Korean Ministry of Sport and the PyeongChang Olympic Organizing Committee. Through qualitative interview data analysis, this study empirically investigates and compares Russia’s and South Korea’s strategic use of the Olympics as a practice of soft power. The findings will focus on whether Russia and South Korea created a generally positive global image through the 2018 World Cups and the 2018 Olympics as the part of soft power strategy. These two case studies will be compared with each countries’ key focuses and the strategies to maximize their benefits through the international sport mega-events in terms of the soft power context. The discussion will include future perspectives regarding soft power strategies of the countries hosting the future international sport mega-events such as Olympics and World Cups.

**U.S. BASKETBALL PLAYERS’ SOCIOCULTURAL ROLE AND EXPERIENCES IN EUROPEAN PROFESSIONAL BASKETBALL LEAGUES: OPPORTUNITIES AND CHALLENGES**

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Amid the visible rise of popularism worldwide, it is more important than ever to further invoke Nelson Mandela’s words, “Sport has the power to change the world...It is more powerful than governments in breaking down racial barriers” (Mandela, 2000). Given this assertion, there has been a growing interdisciplinary effort to investigate the notion of sport as a vehicle for social change and a microcosm of society (Kaufman & Wolff, 2010; Lapchick, 2001; Maguire, 2011, etc.). The purpose of the present study was, therefore, to extend the current discourse on sport labor migration by exploring U.S. American basketball players’ potential to serve as cultural ambassadors through their experiences and socio-

cultural role in their respective hosting countries. In this qualitative research study, we attempt to expand our understanding of the socio-cultural role and impact of foreign athletes in their respective hosting countries through their lived experiences. To accomplish this, the social network theory was adopted, as it primarily intends to inform of how people, organizations or groups interact with others inside their network (Claywell, 2018). The following research question guided this research investigation: R1: What type of experiences account for the migrants’ permanent or transient stay in countries in Europe? R2: What are specific indications for the foreign athletes’ impact on the local culture and residents? Data were collected through semi-structured interviews with 10 former and current professional athletes that contained a total of 10 open-ended questions pertaining to their individual’s perceptions of their playing experience in various European professional basketball leagues. Each interview lasted 45–60 minutes. Responses from interviewees were transcribed and coded for reoccurring themes before data was triangulated. Consistent with social network theory, findings of this study strongly suggest that athletes have tremendous potential to build cultural bridges often solely through their presence and the cultural background and habits they bring along with their basketball skills. Based on this, sport labor migration yields potential power to engender better ethnic, racial relations and economic development. More specifically, several implications for policymakers and human/civil rights activists, as well as future research directions for sport sociologists and other scholars with a special interest in sport labor migration, can be drawn from this research. In a nutshell, however, as the vast differences of the presented sport labor migrants’ experiences with local residents and fans imply, sport is indeed a microcosm of society; that is, however, dynamic due to the globalization and exposure of cultures – therein lies the chance for change.

**PRODUCT COMMUNICATION IN SPORTS ENTITIES: COMPARATIVE ANALYSIS OF CONMEBOL-LIBERTADORES AND UEFA-CHAMPIONS LEAGUE CASES**

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The researcher Margarida Kunsch created an integrated communication model for companies, entities and institutions. Kunsch understands the integrated communication as “a philosophy that directs the convergence of the various areas, allowing a synergistic action. It presupposes a junction of institutional communication, marketing communication, internal communication and administrative communication, which form the organizational communication compound.” This



integrated communication model was used in the post-doctoral report of the sport researcher, Ary Rocco Júnior in 2015, titled 'The Strategic Management of integrated Communication in sports teams: a comparison between the club portals European and Brazilian'. In this study it was proven that the integrated communication model can be used in the improvement of sports management. Following the line of research by Rocco Júnior, this work (master thesis in progress) aims to analyze the differences related to the management of strategic communication between sports entities (CONMEBOL and UEFA) that organize the main Club competitions on both continents (Libertadores and Champions League). Theoretical Background. Globalization has significantly affected football in the world. Until the decade of 1980, most professional football players played in clubs in their home country. At the beginning of the decade of 90 the players began to be more valued in relation to wages and advertising contracts, and football has indeed become a business that involves a lot of money. This professionalization of sport, allied to its growing mercantilization, had as one of the consequences the exodus of athletes to other countries, especially Europe. The sociologist and sport researcher, Richard Giulianotti (1999, p. 9) states that football has passed, until it reaches what is today by specific stages that can be characterized as traditional, modern and postmodern. What we live today is the period of post-modern football (globalized), where there is the increasing output of Brazilian players out of the country, which weakens Brazilian football. Traditionally, Brazil discovers many talents and this talents along with the five world titles made Brazil known as the "country of football". Gradually this nickname has been losing strength due to numerous and different motives, including the mismanagement of clubs and confederations (Rocco Jr, 2015). The football supremacy of Europeans, both in the sporting (competitive) and economic issues, is a fact. In the sporting issue, the Europeans won the last four World Cups (2006, 2010, 2014 and 2018), something unprecedented. The same happens at the Club World Cup, which of the last eleven championships, the Europeans won ten. Economically, Europeans have a supremacy that comes from many years. According to Brand Finance Football 50, which provides an annual report of football clubs by brand value, no South American club appears among the 50 Most valuable clubs since 2015. One of the preponderant factors in

relation to this discrepancy between European football and South American football is the management of the entities that organize football in each continent. CONMEBOL in South America and UEFA in Europe. CONMEBOL is gradually gaining value for the Copa Libertadores, which is the most important competition on the continent. While UEFA has consolidated the Champions League for many years as the world's most important championship in relation to awards, quality of the spectacle and global impact, performing extremely effective communication and marketing actions, such as the The Champions League final broadcast in cinemas in several different countries. It is proven that one of the greatest reasons for the current discrepancy between football on both continents is management. One of the most important and vital elements for good management is communication. Methodology. The search is not yet completed, but it will be performed in three steps. First, an analysis of the communication of the entities by the sites and pages of Facebook in three different phases: in the group stage draw; In the draw of the octaves of final; In the final; This observation will be made for one month at each stage. Totaling six months of complete observation. Three months of observation of the communication channels of CONMEBOL and three months of observation in the communication channels of UEFA. Since the competitions do not follow the same calendar, there was no interference between one observation and the other. For example, the final of the 2019 Libertadores will be played on November 23rd, while the Champions League final 2018–2019 will be played on June 1. The analysis of the communication channels of CONMEBOL will be held between November 9th and December 7th (two weeks before and two weeks after the final). This method will be followed in all other phases as well. After this observation of the communication channels, a practical experience will be held at the CONMEBOL headquarters in Luque (Paraguay) and at the UEFA headquarters in Nyon (Switzerland). For two weeks, an on-site observation of the operation of the communication of CONMEBOL and UEFA will be held, as well as interviews with employees and responsible for communicating the two entities. At the last moment, an interview with 200 Brazilians living in Brazil and accompanying South American and European football will be held in order to try to understand the impact of the communication of the two entities to this public.

# CHALLENGES IN THE GLOBAL SPORT BUSINESS MARKETPLACE

## CUSTOMER ENGAGEMENT AND PERCEIVED QUALITY AS DETERMINANTS OF LOYALTY: THE CASE OF THE FITNESS BOUTIQUE MODEL

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The fitness industry is one of the sport sectors with the highest market penetration in Europe and in Spain (García-Fernández, Gálvez-Ruiz, Sánchez-Oliver, & Grimaldi-Puyana, 2019). Among the business models found in the sector, low-cost fitness centers and boutique fitness centers are growing at a faster pace. Specifically, Porter (1985) stated that companies that base their strategies on differentiation or low-cost strategies have a competitive advantage. Particularly, boutique centers are proliferating more quickly due to the lower investment in sports facilities and equipment. In fact, Hambrick (2017) states that they represent 35% of the total industry in the United States. Among the associated brands in this model include SoulCycle, Crossfit, Flywheel, Peloton, Sano Center, or OrangeTheory. The concept of Boutique fitness centers has moved away from the hotel sector. In fact, most of the existing literature comes from that sector. The hotel sector conceptualizes them as “a small hotel, with an intimate and individualistic atmosphere and style”, or “the combination of service quality characteristics, individual design, location and facilities” (Mun & Endean, 2009). Based on these definitions, it could be conceptualized as fitness centers with excellent quality of service, design in the facilities, good location, and personalized service. However, there is still a literature deficit that has been devoted to analyzing the variables on which the loyalty of its clients depends. Among the variables that the literature on sport management has shown that influence the loyalty of customers is perceived quality, perceived value, and satisfaction (García-Fernández et al., 2019). Likewise, other variables such as customer engagement have proved to be of interest so that customers remain loyal to the organizations. According to Yoshida, Gordon, Nakazawa, and Biscaia (2014), in the sport context engagement is a specific form of customer engagement, defining it as “sport consumer’s extra-role behaviors in nontransactional exchanges to benefit his or her favorite sport team, the team’s management, and other fans”. The loyalty of sport consumers is influenced by the dimensions of the engagement and other predictor variables. Brodie, Ilic, Juric, and

Hollebeek (2013) state that customer engagement driven by particular circumstances leads to higher perceived value and better satisfaction. Likewise, Hollebeek (2013) also considers that the perceived value and customer satisfaction are consequences of customer engagement. Based on the literature, the objective of this paper was to analyze the relationship between perceived quality and customer engagement on the perceived value, satisfaction, and future intentions of customers of Boutique fitness centers. The sample consisted of 1,065 clients (486 women and 579 men) from 27 Boutique fitness centers in Spain. Each sport facility had between 150 and 250 clients. An online five point Likert scale questionnaire was used to measure the following variables: perceived quality (9 items), customer engagement (15 items), perceived value (2 items), satisfaction (3 items), and future intentions (3 items) (García-Fernández et al., 2019; Vivek, Beatty, Vivek, & Morgan, 2014). The data analyses were conducted with the statistical software AMOS and IBM SPSS Statistics for Windows (Version 21.0). Descriptive statistics were carried out to scrutinize the data. The reliability and validity of the observed and latent variables were tested using confirmatory factor analysis (CFA). The structural equation modelling (SEM) analysis was employed to test the hypotheses in the proposed model. The results of the descriptive statistics showed no missing or invalid values. The normality of the data was examined across skewness and kurtosis statistics, with values smaller than the criterion 3 and 7 respectively (Finney and DiStefano, 2006), supported the normality for SEM analysis. To examine the psychometric properties of the measure, a CFA was performed using maximum-likelihood (ML) as an estimation method, with multiple indices examined to determine model fit ( $\chi^2$ , CFI, RMSEA, TLI, PCFI). The measurement model provided a good fit to the variance-covariance matrix data:  $\chi^2(300) = 1741.85$  ( $p = .000$ ); CMIN/degrees of freedom (df) = 5.80; CFI = .958; TLI = .951; PCFI = .819; RMSEA = .067 (CI = .064, .070). All item’s showed standardized loadings ( $\lambda$ ) ranged from .755 to .972, indicating that each item is appropriately captured in its respective factor. The structural model test includes an evaluation for the adjustment [ $\chi^2(447) = 2353.58$  ( $p = .000$ ); CMIN/degrees of freedom (df) = 5.26; CFI = .950; TLI = .950; PCFI = .856; RMSEA = .063 (CI = .061, .066)] as well as the relationships of the latent constructs. Perceived quality and customer engagement predict value ( $\beta = .74$ ,  $p < .001$ ;  $\beta = .17$ ,  $p < .001$ ), and perceived quality also demonstrated a significant relationship with satisfaction ( $\beta = .62$ ,  $p < .001$ ). Lastly, value and satisfaction shows a significant relation with future intention, being the

relationship stronger in the case of satisfaction (value:  $\beta = .09$ ,  $p < .001$ ; satisfaction:  $\beta = .88$ ,  $p < .001$ ). In conclusion, there are relationships between perceived quality and customer engagement to perceived value, satisfaction, and loyalty in the Boutique fitness model. The complete results will be presented in the conference.

## A REVIEW OF VIOLENT FAN-PLAYER INTERACTIONS AND THE QUEST FOR EXCITEMENT

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Sport managers throughout the world have become accustomed to playing space invasions. Although these incidents are often celebratory, sometimes they turn violent. It has become a tradition in U.S. college sports to “rush the field” or “storm the court” after big wins by home teams, happening many times per year in celebrations at various venues (Winneker & Ehrlich, 2017). Sometimes these interactions led to confrontations with coaches, players, referees, facility personnel, and/or law enforcement. While many invasions are often the outcome of a mob mentality, individual spectators also enter the playing space to confront or attack fans. In 2019, there has seemingly been an increase in fan-player violent interactions. In the same weekend in March, in England, Aston Villa’s Jack Grealish was punched in the face by a man who alluded security and entered the field at Birmingham City while Manchester United defender Chris Smalling was shoved by a fan at Arsenal (Associated Press, 2019). In a Scottish Premier League game, Rangers player, James Tavernier was confronted by a Hibernian supporter after the individual invaded the playing area, interfering with play (Sansom, 2019). All three incidents led to criminal charges. Older high-profile incidents illustrated violent interactions between fans and players. In 1997, Manchester United’s Eric Cantona attacked a Crystal Palace fan after being sent off during a football match (Hackett & Atkin, 2018). During Toronto Maple Leafs and Philadelphia Flyers game in 2001, Ty Domi of the Toronto Maple Leafs fought a fan who entering penalty box (Associated Press, 2001). In 2004, Ron Artest ran into the crowd after a fan who threw a cup at him during a Pistons and Pacers NBA basketball game (McDonald & Toglia, 2010). This ignited a melee of fights between arena fans and players in an incident dubbed “the Malice at the Palace.” The common thread in each notable incident is fans’ access and entry into the playing surface, thereby disrupting the event. While there are differences in these incidents, each resulted in a violent altercation. Significance Why have violent fan-player interactions continued to be a staple of sporting events? Are spectator incidents and uncivil behavior the new norm? Is this just a continuation of a historical fact and part of

sport? A reality is that the ubiquity of social media and everyone with a video recorder can bring to light damaging stories in real time. Sport managers are also trying to balance security with event promotions; one group is trying to excite fans while and the other focusing on crowd management and safety. While the reasons for these outbursts and invasions of playing space vary, we argue that there is a unifying principle behind these interactions. This conceptual study explores the perspective that fan invasions onto the pitch (both physical and verbal) can be explained through Elias and Dunning’s (1986) Quest for Excitement. Literature Review. An increasingly civilized world leaves fewer opportunities for individuals to participate in behavior that is socially frowned upon or outright forbidden (Elias & Dunning, 1986). Being in a sporting environment, perhaps in a collective setting with likeminded individuals, provides an outlet to commune with others. This creates an excuse to allow for aggression and potentially deviant behavior, if alcohol or peer pressure is infused into the process (Menaker & Sheptak, 2018). Questions may arise concerning whether the ultimate outcome of the behavior was intentional, or the resulting consequences not related to a fan’s motivation (Dunning, 1999). Planned invasions occur when fan groups share experience, cultural practice, and collective identity on local and national levels (Cleland, 2015). For example, when Hibernian FC won the 2016 Scottish Cup Final and fans invaded the pitch. Menaker & Sheptak (2018) observed that college sporting events impact the occurrence of alcohol-related misconduct and suggest extending of the Quest for Excitement to include alcohol consumption behavior by fans. The behavior displayed while questing for excitement does not always end in violence on the fan’s part, sometimes the over-exuberant and antagonistic behavior of fans results in a violent reaction on the athlete’s part as seen in the Eric Cantona and Ron Artest instances. Since fan invasion incidents are both expected by law enforcement and sport governing bodies, rules and laws are in place to deter and punish playing surface invasions and violence. Notable international laws/statutes in the Football Offences Act of 1991 in England. In Australia, fines vary based on venue and state. Discussion/Conclusion. This presentation will explore possible sociocultural explanations to explain the increase in playing space invasions and fan/player interactions that results in violence, ranging from the quest for excitement to other recent societal phenomena. The discussion will also include several legal/policy approaches already to deter these instances.

## INDICATORS OF A NEW ARCHITECTURE FOR SPORTS FACILITIES: RESULTS OF A COMPARATIVE ANALYSIS BETWEEN TWO BRAZILIAN ARENAS

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The sports spaces should adapt to accompany the users and consumers wishes, as well as the new interactive technologies between the virtual and the real. It is a fact that spaces that receive large events should present other types of environments and sectors to maintain and manage such technologies; the consumer/user experience will be the great attraction for such spaces; and other types of sports, such as E-Sports, will require new spatial typologies. This abstract presents a study on new possibilities of architectural configurations for the spaces that receive sporting events, through a comparative analysis between two contemporary Brazilian Arenas: the Allianz Parque, in São Paulo, and the Arena da Baixada, in Curitiba. The objective of this work is to discuss, through the results of the experiment, the positive and negative aspects of the application of such tendencies and demands in the architectural conception of the contemporary sports spaces. Review of literature. To embase and to realize the analysis to build the indicators, the study prioritizes the new experiences destined to users, consumers/fans, considering the emerging technologies, as Virtual Reality and Augmented Reality in architecture, the needs of space/facilities adaptation for those behavior's changes, as well the newest sports activities, as de E-sports, mixed with some specific Architecture and Urban Design area references. Sheard (2005) argues that stadiums and arenas have a very strong force in the context of today's culture, being able to "shape a city, put a community on the map, establish an identity and provide a milestone in the local landscape". Therefore, the choice of two of the most hightech arenas in Brazil (Allianz Parque and Arena da Baixada) becomes imperative to understand how large-scale transformations in sports facilities are impressive. Foqué (2001) argues that through reference works, called Case Studies, it is possible to document and reflect on complex projects in order to expand the technical/theoretical repertoire of the architect. Therefore, the in-depth analysis of works will be fundamental to validate the theoretical references and, if necessary, to seek other sources pertinent to the theme, in order to validate the analyzes and build the indicators sought in this study. For the author, the best analysis to understand the transformations and the performance of a building is the comparative analysis between similar works. On the advent of eSports, the study by Pizzo (et al., 2018) that analyzes the increasing consumption of games and its influence on the user's behavior regarding the desires for new consumption experiences, in line with Casselman's study (2015),

which eSports are in a growing state and, as we have seen, will require a specific infrastructure both for its practice and for its transformation into a "sports entertainment product", will be fundamental to understand how this phenomenon will be considered and adapted for the new sporting spaces. Finally, Portman's study (2012) is an important reference for this study because it comprehensively presents how technology involving Virtual Reality assists in the successful planning and design of new architectural spaces, as well as can be used to provide users of space a new sensory perspective, mixing the real with the "fantasy", offering personalized experiences to consumers. Research method. To carry out the study, a qualitative comparative analysis was used as a research methodology between two sports arenas: the Allianz Parque in São Paulo and the Arena da Baixada in Curitiba. The choice of these facilities considered two facts: first, because they were conceived in recent years; secondly, by the nature of its use, since both houses both football games and major cultural events, such as concerts, congresses and various sporting events. In order to base and continue with the construction of the indicators, main objective of this study, the following steps were considered: survey of the specific bibliography on the subject; collection of data on both Arenas; definition of the Arenas analysis procedure; visit 'in loco' for the survey of data and architectural, constructive, operational and management characteristics of the Arenas; compilation and analysis of the data obtained; comparison with the bibliographic database; interpretation and dissemination of results, in the form of new architectural indicators. Discussion and First Results. Some hypotesis that resulted from the experimete (which is still under analysis) and deserve to be discussed, are: a) increase the time of permanence of the users in the space/facilities; b) greater integration, structural and visual, of the building with the urban environment; c) a greater commitment to the maintenance of the space/facilities; d) reduction of the dimensions of the building; e) increased costs related to access and participation of people in events; and f) the risks of relegating sport to a mere aid, preventing its democratization.

## COACHING AND DESIGN THINKING FOR MANAGING THE SPORT – A SYSTEMATIC REVIEW

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The external and internal environment are always changing and the organization needs to choose strategically what is important to change. Challenges such as environmental changes (Cunningham, 2002), multicultural work environments (McCarthy, 2015), accumulation of responsibilities (Lange & Karawejczyk,



2014) and balance stakeholder's interests (Wely Peachey, & Bruening, 2011), make managers feel the need to prepare themselves. "Coaching is a helpful training process to learn about the manager's toolbox and to develop new management behavior" (Emil Berg & Terje Karlsen, 2012, p. 177). Design. Thinking can also be worthwhile when it comes to solve challenges using rational, emotional and intuitive insights through an exploratory process trying an idea quickly and then make adjustments as it needs (Brown, 2010). Among some available tools for Sport Management, appear in the last decades, the coaching (from the sport) and the design thinking. This study has the objective to perform a Systematic Review aiming to find and analyze the produced knowledge of coaching and design thinking in Sports Management. Review of literature. In the past years, review studies have been done in the application of the coaching practices in organization and the application of design thinking in organization as an innovation, creativity and problem-solving. Coaching has been researched exploring coaching aspects, defining a theory and building specific methods and measures (Passmore & Fillery-Travis, 2011). The authors indicate the importance to understand the impact of coaching in business, for the population, practitioners and academic area in a review of the literature from its beginning until 2011, categorizing the studies in 5 topics: the nature of coaching, coach behavior studies, client behavior studies, coach-client relationship, coaching impact in organization. Future researches regarding coach development through the coaching process, coaching as an agent for social results, and coaching cultures and organizational change were suggested. A Design Thinking's systematic review by Micheli et al. (2018) categorized the finds in main attributes and 8 tools and methods. Some suggestions for future researches were: exploring the nature of design thinking, their effect in organizational performance and in individual outcomes. This context leads us to the question: Is there an application of this tools in the Sport Management and are there studies in Portuguese or other languages that deal with these themes? Research Methods. A systematic bibliographical research (Whittemore, 2005) was carried out through the search of terms "coaching" and "design thinking" in titles and abstracts of academic publications from 2011 (year of the first journal in Portuguese language) to 2018. The Journals in Portuguese language were: Revista Intercontinental de Gestão Desportiva (RIGD), Revista de Gestão e Negócios do Esporte (RGNE), and PODIUM Sport, Leisure and Tourism Review. The international Sport Management journal was the Journal of Sport Management (JSM) due to their tradition and relevance in the area. Were analyzed quantitative variables (year of publication, origin of the authors, type of research and method of research applied) and a content analysis of the theoretical bases used. Results and Discussion. A total of 597 articles were analyzed, of which 274 were

from Journals in Portuguese and 323 were from JSM. As a main result, no articles related to design thinking and there was one in JSM published in 2013 that mentioned the executive coaching: "The industrial organization of Sport Coaches: Road Cycling as a Distinguished Case" by Larson and Maxcy, both from North America universities. Authors approach executive coaching by comparing their hiring with sport coach's hiring. Matching model was used to analyze the study's supported postulations such as: objectives and tasks for sport coaches and team managers; hiring executive coaching and sport coaches, and the development of a model to predict coach's employment. The gap obtained in this study reveals two relevant points. The first is that the lack of studies in Portuguese is reaffirmed in one of the most relevant world periodicals in Sport Management. It shows that although coaching and design thinking themes have been the subject of studies in the management of organizations, their application in sport management seems to still need to be studied. Further studies could verify if coaching and design thinking tools would have effectiveness in Sport Management as coaching has a background in sport and some sport instructors already use some of its tools for performance. It is suggested that similar surveys should be carried out in others specialized journals and in scientific production databases.

## INVESTMENT FOR THE FUTURE: THE CONSUMPTION OF CHILDREN'S OFF-CAMPUS PRIVATE SPORT TUTORING IN CHINA

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Private sport tutoring is now a major component of the education sector in many developing countries. Based on Bourdieu's concept of 'capital' and 'habit' in his class theory, this paper examined the difference of capital investment and parenting habitus on children's private sport tutoring in China. Review of literature Education is an important channel for intergenerational mobility and the main means of social class reproduction (Blau & Duncan, 1967; Bourdieu & Paslon, 2002). Western scholars are concerned about the erosion of childhood in commercialization (Schor, 2005; Cook, 2004), which also exists in Chinese towns. Childhood has become an expensive lifestyle in modern society (Wardahl, 2010, p. 186). Family structure is one of the important mechanisms for status acquisition and intergenerational social mobility (Hout, 2015). Due to the differences in family resources, social capital, and the roles and functions of family members in different structural forms, family structure will have a significant impact on children's educational development and social psychosocial development level (Wu Yuxiao et al., 2018) The difference between urban middle-class families and the underclass class in the education of the

offspring has also led to the emergence of class differentiation in the family education model (Hong Yanbi, & Zhao Yandong, 2014). Many studies have seen rising child consumption in the family as a way of expression and psychological compensation for parents' love for their children, and a way for parents to maintain family ties and create a sense of belonging to the family (Pugh, 2009; Fong, 2004; Ying, 2003; Zhao, 2006). Sport tutoring is an important way to improve children's skills in sport and eventually achieve the educational goals. In the incentive competition of the sport market, the main body of sport tutoring product supply is more than a single government. The sport tutoring resources allocated by market entities are increasingly occupying the core areas of children's off-campus sport tutoring. A large number of extracurricular sport tutoring classes provided by institutions or private individuals came into being. Therefore, this paper put forward the research question as follows: Does it show the similar characteristics in Chinese off-campus private sport tutoring market? Research method. The data were collected from an online survey administered to parents of grade 3 in primary school from Guangdong and Hunan provinces in China. Adopting binary logistic regression, this paper investigates the influences of the four aspects (parents' occupation stratum, urban and rural differences, gender differences, and the number of children) upon children's opportunities of obtaining private sport tutoring. Results. It revealed that the investment of children private sport tutoring by families exhibited dual characters of instrumental rationality and emotional expressions. Those children who were from one-child family, living with both parents, having more accompanying and affective interaction with parents could attain more opportunities for off-campus sport tutoring. Moreover, girls had more advantages over boys. The result also showed that both the peasant family and the non-single-child family were the least likely to have access to private sport tutoring; Blue-collar families are no different from white-collar families in access to private sport tutoring, but they choose low expenditure sport such as basketball or badminton while white-collar families choose high expenditure sport such as golf, ice hockey etc. Discussion. The research reveals similar inequality in off-campus sport tutoring as in the education at this stage. Firstly, the family structure has profoundly affected the consumption and opportunities for children's private supplementary sport tutoring. On the one hand, the family structure has changed the family's investment strategies for children's off-campus sport tutoring. Compared with the children from the non-single-child family, children from one-child family who are considered to be the only hope of the family could attain more consumptions and opportunities of private sport tutoring outside school. Secondly, good parent-child relationship has a positive impact on children's off-

campus sport tutoring consumption. The longer a parent spends with the child, the more spending and opportunities of off-campus sport tutoring the child can get; the more frequent parent-child affective interactions and accompanying it has, the deeper emotional input that parents give to their children, and thus it is more favorable for the children to receive private sport tutoring consumption. Further analysis found that there is different between the influence of father-child and that of mother-child relationship. Mothers have more investment than fathers, especially those in middle-class families which have more positive effects on the acquisition of children's private sport tutoring opportunities but tend to be more anxious at the same time. Thirdly, the consumption practice of children's off-campus private sport tutoring with obvious stratification characteristics is also a very interesting issue. It shows that middle-class families pay more attention to their children's off-campus private sport tutoring. They are not only as enthusiastic as other families to let their children attend various private sport tutoring classes, but they also tend to send their children to various art training classes to enhance the children's cultural taste and artistic accomplishment. The prevalence of private sport tutoring aggravated the family's economic burden. However, more and more parents and children were involved in this long-running competition. The development of the private sport tutoring consuming market has been shaped into a huge impact on children's consumption culture, catering to the needs of most parents, strengthening children's dependence on private sport tutoring classes, and ultimately making private sport tutoring service products into extremely rich household necessities of instrumental rationality and emotional value.

## TRACKING PUBLIC OPINION OF THE UNITED STATES OLYMPIC COMMITTEE

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Tracking Public Opinion of the United States Olympic Committee. Introduction. The Olympic Movement in the United States has experienced significant negative attention due to a USA Gymnastics (USAG) national team doctor, Dr. Larry Nassar. Nassar, was recently sentenced to 40–175 years in prison for multiple sexual crimes (Ruiz & Futterman, 2018) after it came to light that he molested more than 350 young female athletes, including Olympic gymnasts. Adding to the negative press coverage was the bankruptcy filing by USAG due to millions of dollars of legal liability from 100 lawsuits filed by these women (Armour, Axon, & Evans, 2018). USA Gymnastics was designated by the United States Olympic Committee (USOC) to select and train the women's Olympic gymnastics team. This women's team won multiple gold medals in the 2016 Summer

Olympics. However, the USGA scandal has caused growing national pressure for the USOC to significantly reform, citing a lack of institutional control of one of its most visible and successful Olympic teams. This pressure was so intense that it resulted in the resignation of the USOC President, Mr. Blackmun, on February, 2018 (Ruiz & Futterman, 2018). Literature Review. These events are potentially damaging to the reputation of the entire USOC and can have a negative impact on the ability of the USOC to maintain current or secure future sponsorships and donations. Without these donations and sponsorships, the entire United States Olympic team, which receives little U.S. government support, could be impacted across all Olympic sports. The University of South Carolina (USC) Center for Mega-Event Research and Education, a Center dedicated to undertaking research on mega-events, is investigating the public's perception of the USOC over time in America. Public perception is generally a concern for organizations, especially those which depend upon donations from the public sector. This session will offer a cost-effective method to assess public opinion. It will benefit faculty interested in the Olympic Movement, representatives of any Olympic Committee or any other organizations concerned about public opinion. Employing a relatively new research strategy, i.e., sentiment analysis, news headlines from January, 2016, through August, 2019, are being examined to determine if the public's perception of the USOC is positive, neutral or negative, and whether this perception has changed over this time period. 2016 was chosen as a starting point as it was prior to the Summer Olympics, where the United States led the gold and overall medal count. The use of news headlines for research is based upon agenda setting theory, first proposed by McCombs & Shaw in 1972, which states that the press may well determine the important issues- that is, the media sets the agenda. Konnikova in *The New Yorker* (2014) writes "a headline changes the way people read an article and the way they remember it. The headline frames the rest of the experience. A headline can tell you what kind of article you're about to read – news, opinion, research, LOLcats – and it sets the tone for what follows." News headline analysis is an acceptable method to investigate newspaper content (Konnikova, 2014). Develotte & Rechniewski note that headlines reach a very wide audience as all who purchase newspapers "will glance, if only fleeting at the headlines." Develotte & Rechniewski (2001) further note that a headline "facilitates quantitative analysis... as a longitudinal study of the frequency of headlines on a particular issue can reveal the evolution given to a topic over time." Thus there is support for using newspaper headlines to examine the reputation of the USOC over time. Sentiment analysis is the process of computationally identifying and categorizing opinions expressed in a piece of text, especially in order to determine whether the writer's attitude towards a topic, product, etc. is positive, negative, or neutral

(Google Dictionary, 2019). Sentiment analysis software will be employed to assess the perception of the USOC based on newspaper and online news headlines. Wilson, Wiebe & Hoffman (2005) attest to the accuracy of algorithms that identify tone and intent of a string of words. Sentiment analysis software will determine the sentiment of headlines and select articles retrieved for the study. Research Methods. Newswire and newspaper articles from the Nexis Uni and Factiva databases subscribed by USC will provide data points for this research. These on-line database subscriptions access news, business and legal sources which can be filtered by date range, type of publication and geographic area. Nexis Uni has access to over 40,000 reference sources, Factiva to over 32,000. Searches are being conducted in these databases for articles in American media with "USOC" and related keywords in the headline or the body of articles. On February 28, 2019, a Nexis Uni query of American newspaper and electronic news articles using USOC related keywords, from January 1, 2016 to February 28, 2018, returned 1276 articles. A preliminary evaluation of the results shows mixed sentiment towards the USOC in 2016 and in 2018. Time windows will be narrowed to track the changes from 2016-2019. The results will be charted for audience viewing. Discussion. Will be addressed upon the completion of the data collection and analysis.

## NATURAL TO ARTIFICIAL

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Many sports, especially outdoor sports, were borne of unique socio-ecological interactions in a given place. For instance, surfing originated in Polynesia, a group of nearly 1,000 islands in the Pacific known for its sweeping tides and Indigenous traditions closely tied to island landscape (Booth, 2013; Warshaw, 2011). Another example is cross-country skiing, which emerged in Scandinavia from a need to traverse large areas of snow-covered land in winter, beginning as a response to transportation issues before evolving into a sport (Landauer, Pröbstl, & Haider, 2012). Over time, the socio-ecological interaction performed in sport have evolved, growing increasingly artificial: skiing can now be experienced indoors in Dubai; irrigated golf courses are maintained in the deserts of Nevada, and rowing practices regularly occur in specially-designed training pools. This evolution is relatively recent, occurring only in the past half-century, and has transformed the training, competition, and recreational experiences of sport world-wide. This presentation will begin with a discussion of the evolution of sport from natural to increasingly artificial. Then, the implications of this evolution will be discussed. These implications include a reduced dependency on the natural environment for playing conditions (Orr & Inoue, 2018; Scott et al., 2010),

growing accessibility of sports in regions where the necessary natural conditions don't exist, flexibility of training and competition schedules, and increased control over the conditions of play. Finally, the future of sport as an artificial experience will be addressed.

## **INFLUENCING FACTORS ON CONSUMERS' REACTION TO A PROFESSIONAL SPORT TEAM'S CSR ACTIVITIES**

**Cindy Lee<sup>1</sup>, Hyejin Bang<sup>2</sup>, Boyun Woo<sup>3</sup>**

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Various initiatives and programs launched by sports teams have made positive impacts on their communities and the society at large. Initially viewed as a charitable and philanthropic activity, Corporate Social Responsibility (CSR) has become a strategic tool for organizations to protect their reputation, develop brand loyalty, and foster competitive advantage (Babiak & Wolfe, 2006). Especially considering that sport team's performance level fluctuates and game quality is not controllable, sports teams have even more reasons to be involved with CSR activities to induce brand loyalty and fan support. While research (e.g., Arkani & Theobald, 2005) showed that CSR activities can bring some benefits, not all engaged sport teams enjoy same amount of benefits. Therefore, this study investigated two influencing factors (choice of the media outlet; individuals' identification level with a team) on individuals' response to a sport team's CSR activities in terms of attitude and behavior intention. Literature Review. Roy and Graeff (2003) found that consumers have very high expectations for professional teams to be involved in their local communities. This high expectation might be due to the fact that professional sport teams have a geographical exclusivity, and professional team's rights are somewhat protected within the region. While consumers' awareness of companies' involvement with CSR activities provides positive ground for companies to garner potential benefits, how these CSR activities were received by consumers will determine the overall effectiveness of the CSR activities. Then, the question becomes what are the influencing factors on consumers' perception of corporates' CSR activities: Some of factors are individual-oriented and others are organization-oriented. As an individual factor, consumers' identification with the team is one of the important factors. As an organization-oriented factor, the team's choice of the media outlet to report their CSR activities was used. Dahlén (2005) argued that the media source affects consumers' perception of the ad and the medium itself implicitly communicates the message. Based on these literature, two hypotheses were generated. H1: When a sport team used a third party media out (local newspaper) to inform their CSR activities, consumers will have more favorable attitude

and higher purchase intention toward the team compared to when a team used their social media platform. H2: Individuals with high identification with the team will exhibit more favorable attitude and higher purchase intention toward the team after learning the team's engagement with CSR compared to the people with low identification. To examine the influence of the media choice (organization-related factor) and individual's identification with a team (individual-related factor) related to their CSR activities influence the consumers' attitude and purchase intention toward the team, a 2 (facebook vs local newspaper) x 2 (high identification x low identification) experimental study was designed. A scenario was developed depicting a local Major League Baseball (MLB) team visiting a nearby children's hospital as a CSR activity. The data were collected from the graduate and undergraduate students in the sport management program at a university located in the Appalachian region of the Southern United States. Two sets of MANOVA were conducted to test two generated hypotheses. Results. A total of 237 surveys were collected. After deleting seven incomplete surveys and five surveys which incorrectly identify the source of the article, 225 usable surveys (newspaper = 109; facebook: 116) were left for data analysis. The mean age of the respondent was 20.95 (SD = 2.37) and majority of the participants were male (n = 177, 79.7%). The majority of the respondents were Caucasian (n = 149, 67.1%). The results of first MANOVA showed that choice of the media outlet did not have any main effect on respondents' attitude (Mfacebook = 5.11, Mnewspaper = 5.06) nor purchase intention (Mfacebook = 3.98, Mnewspaper = 3.59) toward the team (F (2, 220) = 1.81, p > .05). Therefore, hypothesis 1 was rejected. However, the result of the second MANOVA confirmed that individual's level of team identification has a main effect (F (2, 220) = 17.02, p < .05,  $\eta^2 = .13$ ). Discussion. The results of first MANOVA showed that the source of media outlet did not make any differences in the respondents' attitude and behavior intention. This also implies whether a team proactively publicize their CSR activities to the public or leave it to the third party to pick up the story of their good deeds did not make any difference in the consumers' response. The results of the second MANOVA confirmed the results of many studies in that identification is a major factor in predicting individuals' attitude and behavior in the sport context (Capella, 2002; Wann & Branscomb, 1993). Highly identified fans have more favorable attitude and higher purchase intention after reading the team's CSR activities. More discussion and implications will be followed.

## THE INSTITUTIONAL ISOMORPHISM IN THE CONTEXT OF ORGANIZATIONAL CHANGES

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This work deals with the institutional theory and isomorphism, from the processes of organizational change in higher education institutions. In a first phase, we analyze, through a questionnaire, the situations and causes of change in higher education institutions (HEI), more precisely in the field knowledge of Physical Education in Colombia. Afterwards, through a multiple case study, we analyze both the pressures of the environment that force HEI to change and the types of isomorphism. The results show the existence of the three types of isomorphism in a process of change where the National and Institutional governments exert coercive pressures. Other HEIs in similar situations exert mimic isomorphism while Specialized groups within HEIs, exert normative isomorphism. The institutions function as organizations, therefore, these results are applicable to the context of sports organizations

## RESPONDING TO ORGANIZATIONAL COMPLEXITY THROUGH HYBRIDITY: A CASE STUDY OF A KENYAN SPORT FOR DEVELOPMENT PROGRAM

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SDP agencies increasingly deal with complex institutional demands. In this paper, we present an in-depth case study of how a nascent SDP organization created from within a local community in Kenya responded to institutional complexity through a series of pivotal moments that shaped the nature of the SDP agency. Throughout the formative stage in its life course, organizational leaders faced increased institutional complexity as they grappled with a series of incompatible prescriptions and demands from multiple institutional logics. The case organization – Highway of Hope – responded to this complexity through a process of organizational hybridity. Five pivotal decision points are identified and analyzed to explore how they shaped the organization over its early stages of existence. Our findings provide guidance for advancing our understanding of hybridity processes in SDP both theoretically and practically. Literature Review. Institutional logics are defined as “socially constructed, historical patterns of material practices, assumptions, values, beliefs and rules” (Thornton & Ocasio, 1999, p. 804). Many organizations face competing demands and prescriptions for organizing from different institutional logics both outside of sport. However, there are many ways that an organization can respond to such institutional complexity (e.g., Besharov

& Smith, 2014). An organization could ignore new logics or decide to change and shift organizational practices to align with a different logic. Alternatively, an organization may combine or reconfigure elements from multiple logics through a process of hybridization in response to the institutional complexity (e.g., Battilana & Dorado, 2010). In SDP, Svensson (2017) identified organizational hybridity as a way for managers to respond to the growing institutional complexity in SDP practice. We draw on this conceptualization of hybridity in SDP and relevant scholarship on hybridization processes to explore how a start-up SDP entity responds to institutional complexity and the implications of the hybridization processes that the organization has undergone since its inception. Method. We utilized a combination of case study life course methodological principles to examine a nascent SDP organization (Eisenhardt, 1989; Giele & Elder, 1998). That is, we examined the life course of the organization over its first three years of existence according to salient turning or decision points. In concert with the concept of hybridity, the decision points of interest were those created by the introduction of stakeholders into the project. Each introduction represents a set of organizational tensions as the case organization faced new institutional logics, resulting in competing demands that required an organizational response. The focus of our study was to explore these decisions and how they influenced the organization. Over a two-year period, observations and interviews with members of the organization included, but were not limited to, all internal documents, several in-person multi-day meetings of the US-Kenya leadership team (one in the US, and two in Kenya), regular online meetings of project sub-groups, bi-monthly conference calls involving the entire project team, and multiple visits to the project site in Kenya to attend mentoring sessions, mentor and coach trainings, basketball practices, and to interact informally with project team members, participants, school representatives and teachers, and community members. Following principles outlined by Eisenhardt (1989), these data sources formed the in-depth “story” of the organization, which is the basis of analysis, interpretation, and theory building (Eisenhardt, 1989; Giele & Elder, 1998). Results. The findings show, first, that organizational hybridity is a dynamic process through which organizations evolve over time. The data suggest that the local Kenyan founders hybridized the dominant community and social welfare logics of the organization by incorporating elements of western development, bureaucratic, and market logics (Perkmann, McKelvey, & Phillips, 2018), essentially becoming a symbolic hybrid (Svensson, 2017). As stakeholders emerged, the organization had to grapple with either rejecting or incorporating competing logics, and then how those logics fit into the organization moving forward. In sum, founding members of Highway of Hope made several compromises in response to the

increased institutional complexity for the short-term survival of the organization, although they remained committed to reinforcing the community and social welfare logics over time for the long-term sustainability of the SDP organization. The presentation will detail these turning points and the implication for the organization. Discussion. Four major discussion points arise from this case that unpack the nexus between theory and practice, and provide future insights for both: 1) the importance of formative stages, 2) the significance of spaces for deliberation of tensions, 3) the balance of structure and flexibility, and 4) the influence of context. Our findings reinforce Schildt and Perkmann's (2017) argument on the need to explore the nexus of organizational settlements and hybridization to advance both our theoretical and practical understanding of organizational hybridity. When faced with institutional complexity, SDP leaders need to decide or "settle" how the organization will make sense of the divergent demands in order to move forward as organization.

## INNOVATIONS IN SPORT OFFICIAL TRAINING AND DEVELOPMENT

**Guy Bradbury<sup>1</sup>, Trish Bradbury<sup>2</sup>**

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Sport officials are an integral aspect of sport at the community, competitive and elite levels with many sport organisations globally suffering from similar challenges such as training and education, recruitment and retention, and rural localities (Cuskelly, Hoye, & Evans, 2004; Kellett & Warner, 2011). In this research sport officials were identified as individuals who apply the rules of the sport on the field of play, and whose decisions and interpretations of these rules influence the outcome of a community, competitive or elite sporting contest. Sport Newfoundland and Labrador (Sport NL), the research entity, prioritised the task to be responsive to the unique needs and challenges facing its members (provincial and regional sport organisations (PSOs and RSOs)), which is supported by Kellett & Warner, 2011. Sport NL felt that it was imperative for their members to have access to support and programmes to facilitate the advancement of their respective sport, as their growth and development was identified as dependent upon continuing access to quality trained officials. This is supported world-wide as it is recognised that referee education resources are required to create a sustainable supply of quality sport officials (Cuskelly, Hoye, & Evans, 2004; Kellett & Warner, 2011; Türkiye Basketbol Federasyonu, 2014). Therefore, the purpose of this study was to identify how to improve the capacity of sport officials. The research objectives were to identify how to: 1. improve the capacity of sport officials 2. ensure that sport officials were integral partners in the sport delivery system 3. assist in the recruitment and retention of

sport officials, and 4. improve available educational resources for the PSOs/RSOs thus assisting in the development and education of sport officials. A mixed-methods approach was used for data collection. Data collection methods comprised six research phases over a period of 18 months including three roundtable discussions with sport officials, 27 face-to-face semi-structured interviews with sport organisation influencers from six major sport organisations – government bodies (2), provincial sport directorates (3) and a University institution, telephone and/or face-to-face semi-structured interviews with 36 sport officials, and two self-completion surveys conducted with more than 300 individuals, including 258 referees and 45 PSOs. In addition, two presentations seeking feedback were delivered to Sport NL Board of Directors. Each method was designed to elicit thoughts and impressions that would fulfil the research objectives thus providing options for Sport NL to improve the capacity of their sport officials. Key findings included: a) a need for increased access to educational and development opportunities for sport officials, b) sport organisations may not have the capacity to support sport official development due to athlete and coach development priorities, c) sport officials may be expected to take personal responsibility for their development due to limited sport organisation capacity, d) a need for sport organisations to review the traditional sport official development pathway and move to a personal/individual approach via increased interaction and mentoring opportunities and e) generic sport official development would benefit from a champion to support and advocate for development. Several recommendations were made from these findings including: 1. implement a 'Three-Phase Sport Official Education and Development Programme' with the first phase setting the stage, the second creating a community of sport officials and the third building capacity in the sport official community 2. establishment of a 'Sport Official Collaborative' to create conversation about sport officials, maintain dialogue regarding the future of sport official development, set individual organisational directions regarding sport officials, communicate with respective constituents and oversee the development of a sustainable sport official strategy, and 3. support of sport official development by Sport NL, such as organisational culture change within the sport community towards sport officials, recognition of sport officials' efforts, provision of financial and human resources, and sport official information exchange. Further and continuing research is being conducted internationally (Europe) and in larger metropolitan areas of Canada. The limitations of this study are that Sport NL requested its members to distribute the final Sport Official Service Review survey. It is unknown how many individuals were invited to participate. Also, respondents were grouped based upon the decision style of the sport official such as whistle sports,

technical oversight sports, judged sports or a combination of technical/judged sports. The results of the survey may be skewed based upon the potential higher return rate from one specific sport.

## THE SPECIAL OLYMPICS WORLD GAMES AND THEIR LEGACY IMPACT ON HOST DESTINATIONS AND NATIONS

**Robert Kaspar**

*Seeburg Castle University, Austria*

The Special Olympics World Games, owned by Special Olympics International, are the world's biggest event for athletes with intellectual disabilities. While the media coverage of this event is lower than of other mega events, the impact on the athletes and their lives and the host destinations and nations may even be stronger, leading towards more inclusive societies around the world. Background and theoretical framework Over the past two decades the author has researched on a variety of sports and cultural mega events, ranging from the Lillehammer 1994 Olympic Winter Games (Kaspar, 1997) to more recent events such as the Sochi 2014 Olympic Winter Games (Kaspar & Wallner, 2017). Within the field of sports events management, the author focuses on the importance of the event life cycle (Kaspar, 2014). The event life cycle concept puts the emphasis on the diligent management of the legacy post-Games. The theoretical framework of the event life cycle is based on works by Hall (1992) and Getz (1998) and discusses all stages of an event from the idea to the hosting and finally the post-event stage with the focus on events legacy, events strategy, the management of sports venues and the development of sports tourism. There is a wealth of literature on the budgets and economic impact of mega events (Preuss, 2018). The environmental dimension of sustainability has seen more attention following the Brundtland report in 1992 but has emerged as an important topic again in the past few years. Nevertheless, both the socio-cultural as well as political impacts of mega events have been less researched by the academic community. Within the context of the Special Olympics World Games the socio-cultural and political impacts to be discussed are:

- Increased interest in disability sports (leisure and competitive)
- Increased sports participation by athletes with intellectual disabilities
- Development of more inclusive sports tourism products (training camps, venues, hotels)
- Increase in

funding by local, regional and national governments

Discussion. The Special Olympics World Games may have less impact on the sports and general infrastructure but may lead to a more inclusive society in the host destinations and nations. The professional practice oral presentation will endeavour to answer the following research questions

- What are potential impacts on the host destination and nation?
- How have the host destinations and nations increased their efforts towards a more inclusive society?
- Have the Special Olympics athletes benefited from hosting the event?

Description of Potential Outcomes and Critical Reflection. The conference presentation will analyse the legacy impacts of the Special Olympics World Summer Games from 2003 to 2015 (Dublin 2003, Shanghai 2007, Athens 2011 and Los Angeles 2015) and the Special Olympics World Winter Games from 2005 to 2017 (Nagano 2005, Boise 2009, Pyeongchang 2013 and Graz 2017) and also discuss the latest edition in Abu Dhabi in March 2019 with a reflection on the legacy plans of the upcoming editions in Sweden 2021 and in Germany 2023. The Dublin 2003 World Summer Games had the following major impact on the Irish society (Irish Times, 2013):

- Changed their movement, changed the nation
- 20 universities and colleges were teaching a case study about the Games
- Government announced a 50€ million grant to disability services in Ireland
- Disability Rights Bill was passed in 2003 in Ireland
- National Governing Bodies for sports (Badminton, Bocce) have initiated programmes for people with disabilities

Recommendations for future organisers Preliminary analysis of the World Games has indicated a diverse set of goals set out at the early stages of the event life cycle. While the objectives have been reached to a varying extent during the Games, the long term impact on the society has seen different aspects being prioritised depending on the status of inclusion in society as well as the role of the Special Olympics national program. Future organisers should best plan the legacy effects and make sure the follow-up of the legacy goals is deeply rooted and funded by the Special Olympics national program and that the levels of government involved commit to changes in laws and funding well before the event. Research Gaps While mega events such as the FIFA World Cup and the Olympic Games have drawn the interest of researchers also long after the event, the Special Olympics World Games have not yet seen that level of academic attention. The author consequently would like to advocate further research on this subject matter.

# SPORT MANAGEMENT EDUCATION APPROACHES AND THE GLOBAL SPORT BUSINESS INDUSTRY

## CASE STUDIES FOR THE SPORT MARKETING COURSE: WHERE TO FIND THEM & HOW TO USE THEM

**Brenda Pitts**

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Case studies have long been used in a number of fields of study as an effective classroom and out-of-class learning tool. Using cases, students explore and apply what they have learned in the classroom or textbook to situations – the case study. Case studies come in many formats, are varying lengths, and range from the one-paragraph ‘situation’ case to the multi-page, in-depth, and very detailed case study. Some cases come with one question and some come with several questions, while some pose no questions. Some are to be used for discussion while in class, and some are to be used for a written analysis usually as an outside of class assignment. Case study assignments may be done individually or in teams. Some case study assignments may be accompanied with specific readings, and some are based on a topic covered in class. However, rarely do cases come with a case analysis model – the step-by-step mechanism to be used by the student in analyzing the case. Some instructors of Sport Marketing have learned how to use case studies in the classroom, and some do not. Therefore, the purpose of this presentation is to offer help for those seeking to use case studies, particularly in a sport marketing course. Specifically, this presentation will offer suggestions on where to find case studies, how to find help in using case studies, and numerous assignments and activities for using case studies in the sport marketing class. (Note: A different version of this topic was offered at the 2015 NASSM conference Teaching and Learning Fair: Pitts, B.G. (2015). Using Case Studies in the Sport Marketing Course: A Dozen Ways to Use Them, and Where to Get Them. 2015 North American Society for Sport Management Conference, June 2–6, 2015, Ottawa, Ontario, Canada.)

## COMPETENCE-ORIENTED TEACHING IN SPORT MANAGEMENT HIGHER EDUCATION IN GERMANY

**Olivia Wohlfart, Sandy Adam, Gregor Hovemann**  
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The central postulate in the Bologna Declaration of 29 European countries is the promotion of employability of students regardless of the disciplinary orientation of their studies and their preparation for broadly based occupational fields (Schaper, 2012). The demands

placed on lecturers’ increases, postulating application-oriented and practice-oriented learning situations (HRK, 2013). The integrative design of academic vocational training requires an intensive analysis of the needs and expectations of the labor market (Arnold, 2015). The principal-agent theory serves as a framework for an analysis of this labor market situation. We assume that there is a metaphorical contract between the labor market (principal) and higher education (agent) (Jensen & Meckling, 1976). Within the contractual relationship, the labor market assigns higher education institutions with the task to train graduates of sport management programs according to current and future needs of the labor market (Nagel, 2006). At the same time, a critical analysis is required to find out whether German academic sport management programs meet labor market needs (Dunkel, Wohlfart, & Wendeborn, 2018). This study focuses on the following key questions:

- How can the information of current and future needs of the labor market reach the institutions of higher education and in turn,
- What does this mean for competencies required and acquired from and by students of sport management programs?

Methodology. We conducted the present study in three stages. First, we analyzed and critically reflected the curricula of all German sport management programs (ibid). Next, we carried out a quantitative analysis to identify skills required by current and future sport managers in Germany in order to compare these with the skills offered by graduates of academic sport management programs in Germany (Wohlfart, Adam, & Hovemann, 2018a). In a third step, we presented and critically discussed these results within the academic community in Germany (Wohlfart, Adam, & Hovemann, 2018b). Results and Discussion. The comparison of acquired skills of graduates (supply) and labor market needs (demand) indicates discrepancies that seem to be crucial for the future design of sport management programs at higher education institutions. Arnold (2015) drew attention to the need for democratic legitimization through evident proof and guidance for higher education institutions. Students need to refine their personal skills (e.g., strategic decision-making skills, teamwork, ability to work autonomously, communication skills.) as well as expertise (e.g. project management knowledge, systematical analysis of business and management problems in a situational context). References to case studies, project work and internships are mentioned in order to provoke practice and repetition of problem solving, critical reflection, and decision making. If integrated properly, these methods of teaching combine theory and practice to create dynamic, interactive learning environments with



active involvement of students. This study shows that a one-dimensional analysis of supply or demand is insufficient. Thus, multidimensional analyses of stakeholders will gain significance in an ever-changing world. In order to reduce existing information asymmetries, adequate mechanisms of cooperation between higher education institutions and the labor market are required.

## **INTRA AND INTERORGANIZATIONAL KNOWLEDGE CREATION IN SPORT ORGANIZATIONS**

**Alexandre Arantes, Ivan Furegato, Flávia Bastos**  
*Universidade de São Paulo, Brazil*

Knowledge is one of the relevant aspects of the management of organizations from different sectors, with an impact on the maximization of organizational resources. Although the topic Knowledge Creation obtains recognition in the organizational market as a valuable source of competitive advantage, it is still incipient and little explored in management of sports organizations (Misener & Doherty, 2013; Schenk, Parent, MacDonald, & Proulx Therrien, 2015). In terms of scientific production, since 2016 there is a growing interest of scholars from other countries on the creation and management of knowledge in the segment of organizations and sports events, in Brazil, however, the theme is little explored (Arantes & Bastos, 2017). Objective. To diagnose and describe the process of (intra and interorganizational) Knowledge Creation and Sharing in formal sport administration entities. Method. The study is characterized as descriptive research and predominantly as a quantitative approach (Veal & Darcy, 2014). 27 olympic federations of State of São Paulo were studied through the application of a composite questionnaire: Profile of study environment; blocks that correspond to the knowledge creation process categories based on SECI model (Nonaka & Takeuchi, 1995): Process of Knowledge Creation; Information and knowledge flows; Conditions and factors that act in Knowledge Creation; Tools in support of the Creation of Knowledge, and Knowledge, learning and communication. The subjects of the research were managers and administrative employees of entities of different hierarchical levels. Data relating to closed questions were described using descriptive statistics (Veal & Darcy, 2014). Results and discussion: 48% of respondent federations revealed that the creation of concepts is carried out more frequently in formal and informal meetings, followed by the experiences acquired in the conduction and organization of the events, also listening to the members and other agents among them the coaches, athletes, Brazilian confederation of the sport, referees, among others. However, the same does not apply in the relationship with government agencies, seeking to import knowledge. With regard to the decisions to be made, they are carried out using previous data that allows

forecasting trends and planning future scenarios, which can be identified in the investment in improvement of IT systems. The trainings are mostly offered to its external audience, and those related to the human resources of the internal environment are carried out on their own initiative. Less than half of the respondents stated that employees have autonomy with freedom of action for decisions, as well as being encouraged in challenges and to be proactive and ambitious. The internal work teams containing collaborators from other areas were confirmed by half the respondents and there is practically no rotation of functions. The results allow us to assume that there are no actions or programs aimed at Knowledge Creation and Sharing. Final considerations. The analysis of the results suggest the need for “change” in the organizational culture, in the established routines, which prove to be standardized in the organizations studied. Limitations and suggestions to analyze aspects not contemplated in this research are pointed out.

## **AN ANALYSIS OF THE PRESENTATIONS OF THE WORLD ASSOCIATION FOR SPORT MANAGEMENT CONFERENCES: 2014 SPAIN, 2017 LITHUANIA, AND 2019 CHILE – IMPLICATIONS AND RECOMMENDATIONS FOR THE FUTURE**

**Brenda Pitts<sup>1</sup>, James J. Zhang<sup>2</sup>**

*<sup>1</sup>Professor Emerita; <sup>2</sup>University of Georgia, United States of America*

The World Association for Sport Management began officially in 2011 after a number of decades of slow growth and evolution of the academic field of Sport Management in individual countries toward regional associations. To date, there are two associations with a global focus, the Global Sport Business Association (GSBA) and the World Association for Sport Management (WASM). GSBA has an annual conference, first started in 2012, while WASM attempts to have a biannual conference. The GSBA conferences are held on a cruise ship in the Caribbean, while the WASM conferences are held in different countries each time. Thus far, WASM conference locations include Spain in 2014, Lithuania in 2017, and the current conference in Chile in 2019. An analysis of presentations of the first two WASM conferences were conducted and presented at the Lithuania conference in 2017. The current analysis will now include the conference presentation data of the 2019 conference. The analysis will include such information as number of presentations, number of authors, number and breadth of country of origin of author, gender of authors, and type of presentations. Finally, implications and recommendations for the future of WASM conferences will be shared.

## **EUROPE AND THE UNITED STATES DEVELOPED**



## COUNTRIES FOR NEARLY 10 YEARS OF RESEARCH IN THE FIELD SPORTS MANAGEMENT FEATURES AND DEVELOPMENT

**Shu Liang**

*Jinan University, China*

Study to SSCI three authoritative journals in the field of sport management nearly a decade (2007–2016) of 917 papers and comments as research samples, trying to tease out the western academic features of sports management and development, to provide reference for our country sports management discipline development. Study first USES the “geographical information visualization analysis (GIS)” in 917 for statistical journal issue of the author’s regional distribution, found that western sports management discipline development pattern mainly focus on: North America, Western Europe, Australia and east Asian countries and regions; Secondly, using the method of knowledge map analysis to get the world’s top sports management experts (issue in the first 10) as well as mainland China, Hong Kong, Taiwan issue scholar’s research field; Finally, through “social network analysis” of “high-frequency cited literature” and “high frequency keywords”, revealing the western sports management discipline theory foundation, the path of evolution, as well as different disciplines and hierarchical theory field.

## TOWARDS A THEORY OF GOALS

**Bonnyface Opia**

*Delta State University, Nigeria*

In virtually all aspects of endeavour involving animates, the pursuit of goals is an unending desire which fuels series of processes that leads to a desired state. The act of setting and achieving goals is a crucial action of animal species life that understanding and decomposing the phenomena is imperative. Goal focused theories such as Hierarchy of Needs by Abraham Maslow, Need Achievement Theory by David McClelland, Theory of Goal Attainment by King Imogene, Path-Goal Leadership Theory and Aspirations Model have provided perspectives on of the phenomena, especially in varying organizational context. They however, left yawning gaps. It is argued that none can serve as a multi-disciplinary theory that explains the link between a desired state, the challenges that frustrate goal achievement and what capabilities are required. Methods. Using phenomenology, we extract a body of factors and build a model that explains goal orientation and attainment. We applied deductive reasoning in clarifying the nature of the relationships between the end state, the predicting and mediating factors. We adopt a practicum approach in validating the model by corresponding the sequence and method of playing a novel sport with the

nature and sequence of the relationship between variables in the goals model with a view to explaining goal attainment. The sequence is also observed in other sports. Results. We proclaim a Goals Model which posits that goals are desired finite states whose attainment is constrained by a body of factors and that resourcefulness is critical to overcoming the mountain of obstacles that constrains goals attainment. The model inputs that commitment to goals is a critical element in understanding individual motivations towards goals attainment. Commitment is observed when a player convinced by the depth of resourcefulness, makes a move to overcome the obstacles preventing goal attainment. A distinct contribution of the Goals Model is the role of spirituality in driving and sustaining the commitment that predicts goal achievement. The belief in spirituality is observed in and out of the field of play when players defer to the spirits in before and after a game. Discussions. The Goals Model is enhanced by its application in an innovative sport called the Beautiful Sport which is performed to demonstrate the art of focusing on and attaining specific goals. The principles embodied in performing the sport can be applied in addressing goals in general and the Sustainable Development Goals in particular. The Goals Model has immense application for research and development of training modules that aid the management of sports men and women and in teaching a wide range of subject matter to students, workers and leaders. The model and the embodying concepts have significant utility for curriculum development on sports management and will inspire a new field of study on goals. A major contribution of this research is the introduction of a new methodology for validating theory and models without resort to empiricism involving reliability and factor analysis or other quantitative tools.

## AN EXAMINATION OF OLYMPIC STUDIES CENTERS ACROSS THE GLOBE

**Brian Mihalik, Alexia Lopes, Linda Mihalik**

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Pierre de Coubertin, founder of the modern Olympic Games once wrote that “I believe that a Centre of Olympic Studies would aid the preservation and progress of my work more than anything else.” (2019, Olympic Studies Center). To fulfill this request, the International Olympic Committee (IOC) created the IOC Olympic Studies Centre (OSC). It is located, hosted and funded by the IOC in Lausanne, Switzerland. The Centre is a major source of reference materials for Olympic knowledge and Olympic knowledge transfer. Their published mission is to share Olympic knowledge with professionals and researchers by providing information, giving access to their unique collections, enabling research, and stimulating intellectual

exchange (2019, Olympic Studies Center). As part of the IOC, the Olympic Studies Centre (OSC) attempts to collect and share the most up-to-date and accurate information on the Olympic movement. Its collections include the IOC archives, the official publications of the IOC and the Organizing Committee of the Olympic Games and books, articles and select journals (2019, Olympic Studies Center). The collection of all Olympic Games Final Official Reports and Olympic archived film is critical and important to Olympic scholars. One of the identified roles of the Centre is to facilitate communication and cooperation between the IOC and the international academic community in order to promote research and stimulate intellectual exchange. This worldwide community is populated by 43+ university-affiliated Olympic Studies Centers and individual scholars and university students who work on academic projects related to the field of Olympic studies (2019, Olympic Studies Center). The OSC attempts to expand the world's Olympic knowledge, share new analysis on topics related to the Olympic Movement and provide guidance to universities wishing to launch initiatives on Olympic studies. The IOC OSC collects information on some of the world's self-identified Olympic Studies Centres and publishes a directory titled: Olympic Studies Centre in the World (March 22, 2019). This partial list identifies 43 centers affiliated with the Olympic movement and institutional research (2019, Olympic Studies Center). What is notably missing from the IOC OSC web site is the financial support for Olympic knowledge generation across the globe awarded from the IOC to these 43+ existing university affiliated Olympic Studies Centers. This is especially disconcerting considering the extensive financial resources of the modern day IOC combined with the growing financial challenges and shortfalls facing higher education in many countries.

**Research Purpose** The authors will examine all identified 43 Olympic research centers hosted in 24 countries. It will investigate Center strategies for Olympic knowledge generation, Olympic knowledge transfer, collective Center strengths, collective Center weaknesses and Center Olympic research themes. It then will identify research center funding received from the IOC via its two grant programs, the "PhD Students and Early Career Academics Research Grants" and the "Advanced Olympic Research Grant Programme" and connect these grant awards to its 43 Olympic Studies Centers across the globe.

**Literature Review.** Lee and Win (2004) wrote about university research centers and technology transfer between university research centers and industry. In the industrial sector, this is a very attractive partnership for research generation and knowledge transfer. The authors' note that there are strong linkages between universities and industry that can serve as a model for other research partnerships. The authors state that the continuous development of specific knowledge and subsequent knowledge transfer is extremely important to gaining a competitive

advantage in international markets. This relationship between universities and the private sector and the subsequent competitive benefits is also supported by Chen as far back as 1994. Thus the corollary benefits of a strong relationship between the IOC and world academic Olympic research institutions is no less important today in the extremely competitive international sport market. Mitton, Adair, McKenzie, Patten & Perry (2007) wrote about research generation and the subsequent need for knowledge transfer and exchange (KTE). They described the interchange of knowledge between research users and research producers. Their research into health care is easily transferable to such organizations such as the IOC. Mitton et al., reported that the funding of organizations can play a critical role in developing innovative research and faculty fellowships, which, in turn, stimulate stronger research partnerships and collaborations. The IOC can serve as a research user and world's academic institutions that specialize in Olympic research can serve as research producers.

**Research Method.** This research initiative will examine the web sites of all 43 identified Olympic research centers as well as select unlisted Olympic research centers. It will create a rubric to systematically collect data across 43 self-developed university web sites. The research will identify those Centers that remain active and examine strategies for Olympic knowledge generation and Olympic knowledge transfer. It will also classify core strengths, weaknesses and common research themes across all identified Olympic research centers hosted in 24 countries. It then will identify research center funding received from the IOC via its two grant programs, the "PhD Students and Early Career Academics Research Grants" and the "Advanced Olympic Research Grant Programme" and connect these grant awards to its 43 Olympic Studies Centers across the globe.

**Results and Discussion.** The results and discussion will be documented in the summer and fall of 2019 when the research is completed.

## **INTERNATIONALISATION IN SPORT MANAGEMENT EDUCATION – SWEAT ON THE RIGHT BACK**

**Claire Powell**

*Amsterdam University of Applied Science, Netherlands*

Seven years ago – we started at the Amsterdam University of Applied Science – an undergraduate bachelor 'international' sports management 4-year curriculum. This research is a case study of the authors observations, trials, challenges and conclusions of being involved and later leading the internationalisation of the programme. This presentation will also present data on graduate jobs and feedback from student's advisors/coaches about student's intercultural competency.

**Overview.** During the presentation the audience will get answers to the following 4 questions: 1. When is the sport management curriculum international (enough)?

2. What are the challenges observed and solutions tests in the last 7 years? 3. To what extent are our graduates working in international sport management roles? 4. What role does intercultural competency play in the success of our graduates? Our strategy is to integrate an international, intercultural, and global dimension into the goals and teaching, research, and service functions of our programme it is not a branding and marketing activity and it doesn't give us any more revenue or financial benefit. We believe that it gives job guarantee to our students in the global sports industry, raises the quality of student deliverables and ultimately their legacy they leave behind. The magic happens out-of-comfort zone and our internationalisation is seen as a professional road trip. At the same time internationalisation has raised the bar in the faculty in general. Our efforts in internationalisation fall into 4 areas – 4 quadrants in a new model. This model has been created to demonstrate the different efforts in relation to where it is taking place and what resources are required – in each of the quadrants there are efforts, challenges and solutions addressed. The model is also linked to the intercultural competency model on the impact of exposure to diversity. Contrary to the experience of many universities – where international students feel marginalised – on our programme international students (60% of the classroom) are true agents and ambassadors. Both the local students and internationals create and are really part of the ISMB community despite not being on a traditional university campus like in UK or USA. The in-balance with international university partners has not been narrowed and has resulted in some partners walking away. However, the reduction of the number of partners has resulted in more focus on quality partners in countries that our student population is most interested in. We have experienced many challenges associated with internationalisation within our faculty – all of which will be addressed during the presentation – as well as the solutions we tried and tested. Most solutions to these challenges are linked to the concept we live by which is 'sweat on the right back' – that the students play the biggest role – from flipping the classroom to ambassadorship. Review of literature. Not extensive but a few of them: • Five Myths About Internationalization and other related articles • Supervising International Graduate Students in Sport Management: Perspectives of Experienced Advisors • Internationalization of higher education and the impacts on academic faculty members. • The Impact of Exposure to Diversity in the International University Environment and the Development of Intercultural Competence in Students Research method: Quantitative: Analysis of graduate jobs of all our graduates in the last 3 years. Showing what numbers work in which countries, if they work back in their own country or elsewhere and in what roles (sport/non-sport) and functions (departments). Qualitative: Semi-structured interviews with 10 student

advisors/coaches who have seen numerous students on the international programme graduate – interviews will aim to find out why they think certain students have landed jobs in international settings and other have gone back home but working within an international remit – linked to the intercultural development continuum. Results. The results of both above research methods are expected by September 2019.

## SPORT SERVICE QUALITY MODEL DEFINED FOR PRIVATE DAY CARE CENTERS

**Tomas Ruda**

*Charles University, Czech Republic*

This study focuses on assessing the quality of sports services offered to children in private kindergartens. The study was conducted in the Czech Republic on a sample of 10 kindergartens in Prague. The service quality model (Parasuraman, Zeithamel, & Berry, 1988) was modified for the kindergartens and then used for the measurement. 510 parents participated in this survey and they represented 534 children. The results of the survey were subjected to exploratory factor analysis and a new five-dimensional quality model recommended for kindergartens was proposed based on its results. The model shows the dimensions of Client Approach, Individual Approach, Sports Ground, Professionalism and Physical Activities. The new model is measured by 11 indicators and evidences the following fit indices: Chi-square Test Statistic 282.59, Comparative Fit Index 0.89, Tucker-Lewis Index 0.76, Root Mean Square Error of Approximation (RMSEA) 0.036. Three values show good values and therefore the model can be considered for further use.

## ANÁLISIS DE LA CALIDAD DE GIMNASIOS PRIVADOS DEL ESTADO DE COLIMA (ANALYSIS OF THE QUALITY OF PRIVATE GYMS IN THE STATE OF COLIMA)

**Isela Guadalupe Ramos Carranza<sup>1</sup>, Salma Nayelly Gutierrez Urzua<sup>1</sup>, Javier Almazán Del Pozo<sup>1</sup>, Rosa Elena Medina Rodriguez<sup>2</sup>**

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Ofrecer servicios de calidad supone una de las estrategias más buscadas en la actualidad por las organizaciones deportivas como fórmula para conseguir la satisfacción de los usuarios por lo que las investigaciones referentes a la calidad de servicios deportivos suponen una de las principales líneas sobre las que se apoya la filosofía organizadora (Ruiz, 2011). En este sentido, la presente investigación se basa en una metodología descriptiva de corte transversal, con método cuantitativo, y utilizando un muestreo no probabilístico por conveniencia. El objetivo general es analizar la calidad de los de gimnasios privados de

Colima en relación a la práctica del crossfit, trx y entrenamiento funcional, así como el uso instalaciones, y las practicas deportivas que se realizan. La herramienta que se utilizó para recuperar la información fue el cuestionario SEVPERF (Service Performance) propuesto por Cronin y Taylor (1992), que consta de cinco dimensiones: Fiabilidad, sensibilidad, seguridad, empatía, y elementos tangibles. Se utilizo una población basada en el método aleatorio estratificado dejándonos como resultado 250 individuos para la aplicación de nuestro cuestionario. Dentro de los principales resultados que arrojó este estudio dentro de los más elevados se muestra la fiabilidad de la satisfacción del cliente con un 50% totalmente de acuerdo, mientras que la práctica deportiva es un 30 % de satisfecho.

## THE VALUE OF A SECOND LANGUAGE IN THE SPORT BUSINESS INDUSTRY

**Jaime Orejan<sup>1</sup>, Andy Gillentine<sup>2</sup>**

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Today more than ever, sport organizations are attempting to increase their popularity and product position in the international markets. Traditional North American professional sport organizations have rapidly and actively developed international divisions within their organizations to help capitalize on the expanding global sport marketplace (Gillentine, 2015; Apostolopoulou & Papadimitriou, 2015). The continued demand for a variety of sport products has led sport economic experts to believe the global economic impact of sport may be too great to accurately measure (Gillentine, Gallagher, & Miller, 2015; Li, 2002). In order for students to be prepared to succeed in the global market place, it is important for them to acquire an understanding for the international environment and to have a rudimentary understanding of another language (Walters, 1990; Walls, 1992–1993; Ball & McCulloch, 1993). Previous studies show that students who take a second language perform better on standardized tests compared to students who don't take a foreign language. In fact, there have been many more studies on the benefits of students learning a second language than one might think. Furthermore, when a student takes a foreign language he or she garners a wider knowledge of the history belonging to different parts of the world. The problem-solving skills as well as the creative thinking skills developed in a second language course carry over to a student's other academic work (Wyzant.com, 2019). Moreover, in today's globalized sport business world, it is completely possible that a person working for any sport organization would be required to travel the world to conduct business with people in different countries. Consequently, an employee with knowledge of a second language adds to his or her value in the

workplace. This presentation is a continuation of previous research by Gillentine & Orejan (2003), and will examine, contrast and discuss the importance of current and previous findings as the data gathered reflects sport management educator's perceptions regarding 1) establishing an international sport emphasis, 2) the need for second language acquisition and 3) possible changes within curricular offerings in sport management academic programs. Additionally, this presentation will examine the need for second language and cultural understanding based on current and forecasted future demands imposed by the ever expanding global sport industry. Previous studies regarding international education in sport, indicated there was a void in sport management education that needed to be addressed by sport management educators (Li, Kanter, & Ammon, 2002; Masterlaevis & MacDonald, 1997; Kelly, Beitel, DeSensi, & Blanton, 1994; DeSensi, Kelly, Blanton, & Beitel, 1990; Fielding, Pitts, & Miller, 1991). Further studies of sport management academic programs indicated only 20 (8 undergraduate and 12 graduate) are currently offering courses or an emphasis in international sport any level. Only 1 doctoral program offers an emphasis in international sport and only 1 doctoral program requires students to complete a language competency requiring (Oh & Gillentine, 2001; Gillentine & Orejan, 2003). While these findings indicate that there is room for improvement in terms of course offerings and requirements, it is perhaps more important to identify the level of importance laced on international studies and second language acquisition by administrators in a variety of sport organizations. To accomplish these tasks, the researchers utilized a modified survey instrument (Gillentine & Orejan, 2003; Masterlaevis & MacDonald, 1997) to collect the perceptions sport management faculty and sport managers in professional sports to investigate the importance of international sport education and second language acquisition. The findings of this study could lead to the development of collaborative partnerships between professional sport organizations and international and domestic universities interested in the establishment of international sport education programs. The results could further provide the "strategic roadmap" for the development of international sport courses for sport administration/management curriculums at both the undergraduate and graduate level. Preliminary findings for the second study and survey indicate that colleges and universities after 15 years of the original research still need to a) improve the quality of their international requirements in their curriculums b) they need to improve the quality of international education at the graduate level, c) encourage students to improve/acquire basic knowledge of a second language. Additionally, accreditation standards should reflect the need of a global economy, thus a wide range of courses preparing the student for that task should be implemented.

## A COMPARATIVE STUDY OF THE MANAGEMENT OF COMPETITIVE SPORTS TALENTS IN CHINESE AND AMERICAN COLLEGES AND UNIVERSITIES FROM THE PERSPECTIVE OF GLOBAL SPORTS BUSINESS MARKETPLACE

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The essence of the “national system” that China’s competitive sports has been practicing for a long time is to give full play to the superiority of socialism to concentrate on doing big things, to use the power of the whole country, to gather the wisdom of the whole country, to show the power of the people, and to improve the competitive sports in China. Overall strength. At present, the “national system” reform of competitive sports in the global sports business market environment is imperative. The United States is the world’s first competitive sports country. The development of the sports business market is very good. 80% of the competitive athletes in the United States come from colleges and universities. The successful experience of training competitive sports talents in American colleges and universities is worth learning. This article mainly adopts the training of China and the United States. The comparative analysis of competitive talents in colleges and universities shows the shortcomings of China. The comparison content has the following five aspects: the comparison of the competitive sports management system between Chinese and American universities under the perspective of the first global sports business market. Comparing from three aspects, first of all, the comparison of the establishment and division of competitive sports institutions between China and the United States; secondly, comparing the leadership relationship of the competitive sports management system between China and the United States; Management system operating mechanism. Get the inspiration from American colleges and universities. Comparison of the enrollment mechanism of high-level sports teams in universities in China and the United States under the vision of the second global sports business market. Comparing from four aspects, firstly compare the management institutions of high-level sports teams enrolled in universities in China and the United States; secondly, compare the qualifications of high-level athletes in universities in China and the United States; then compare the recruitment of high-level athletes in universities in China and the United States. Procedures; secondly, compare the enrollment channels of high-level athletes in Chinese and American universities. From the discovery of the shortage of colleges and universities in China. The comparison of the contradiction between the Chinese and American universities in the third global sports business market. From three aspects, first compare the cultural learning requirements of high-level athletes between Chinese

and American universities; secondly compare the training hours and number of competitions of high-level athletes in Chinese and American universities; then compare Chinese and American Universities Incentives for high-level athletes. Get inspiration from American colleges and universities. A comparison of the sports facilities of universities in China and the United States under the perspective of the Fourth Global Sports Commercial Market. China’s Tsinghua University, East China University of Science and Technology and the United States Stanford University. Compare the shortage of sports facilities in Chinese universities. The fifth Chinese and American college coach’s system comparison. First, compare the matching system of college coaches between China and the United States; secondly compare the academic structure of Chinese and American college coaches; and finally compare the coaching years of Chinese and American college coaches. Get inspiration from American colleges and universities. In the comparison, it is found that: (1) There are several shortcomings in the management organization of competitive sports organizations in China: (1) the organizational setup is relatively simple and not perfect; (2) the management level is relatively simple, mostly vertical management; (3) the division of labor is not enough Clear, not conducive to the flexible operation of the organization, affecting work efficiency. (4) The funds for college sports teams in China are mainly due to the school's education expenditure and lack of self-hematopoietic mechanism. 2 The enrollment mechanism of colleges and universities in China has the following shortcomings: (1) the enrollment institutions are not sound enough and fail to play an effective management role; (2) lack of unified standards; (3) out of touch with the Olympic strategy, and utilitarianism is obvious. 3 The contradiction between colleges and universities in China is not well solved. 4 China’s colleges and universities have insufficient sports venues and low utilization rates, and stadiums lack effective operational management mechanisms. 5 Chinese college coaches adopt the appointment system, and there is no systematic coach training system.

## RESEARCH ON THE INTERACTIVE DEVELOPMENT OF CHINA’S NATIONAL FOLK SPORTS WITH TOURISM INDUSTRY OF TOURISM DESTINATION

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Under the background of the “healthy China” stage of development, in order to comprehensively promote the integrative development of the national folk sports events and tourism destination. With national folk sports tourism and tourism destination as the research object, this paper uses the research methods of literature data, expert interview, field investigation and

case analysis, to summarize and systematically elaborate the interactive development of national folk sports events and tourism destination tourism, which has important theoretical and practical value. The results show that the interactive development of the national folk sports events and tourism destination need high quality sports resources, good city image, rich tourism resources, transformation and upgrading of tourist destination tourism resources, and perfect tourism resources and so on; the positive effects of the national folk sports events on the tourist destination tourism include improving the tourism image, renewing the tourist destination tourism space, stimulating the tourist economy of the tourist destination; the negative impact of the national folk sports events on the tourist destination tourism include the crowding-out effect of the tourist market, the post-tournament stage of the tourism economy “trough effect”, “Matthew effect” of the development of the tourism; tourism destination industry can promote the healthy development of national folk sports events; the interactive development between national folk sports events and tourism destination tourism is divided into four stages: the embryonic stage, the primary stage, the development stage and the mature stage; the interactive development models include “interactive content”, “space interaction” and “interactive” image.

## CAREER DEVELOPMENT THROUGH A SPORTS QUALIFICATION PROGRAM IN GERMANY – A QUALITATIVE STUDY OF ALUMNI IN CHILE AND URUGUAY

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According to Human Capital Theory (HCT; Becker, 1964), investments of individuals in education will have positive long-term effects concerning their productivity and work. With its focus on Western, industrialized nations, HCT literature has largely ignored different aspects of human capital formation in developing and emerging countries. Since 1964, sports coaches, physical education teachers and sport management professionals from developing and emerging countries have completed a further qualification program within the International Coaching Courses (ITK) at Leipzig University in order to gain academic knowledge and practical experience in Germany. Being part of the foreign cultural and educational policy of the Federal Republic of Germany, it is the main idea that ITK alumni take back home the knowledge and experience gained to serve as multipliers and contribute to sports development in various fields. It is the purpose of this study to find answers to the central research question: “What did ITK participants from Chile and Uruguay experience with the further qualification program in

Germany, and what are the effects on their professional careers after they have returned home?” Review of literature HCT as one of the major labor market theories dates back to the works of Becker (1964), Mincer (1962) and Schultz (1961). Originally, the theory was concerned with different outcomes of investments in industrialized countries. Subsequently, it has also been used to explain labor market phenomena, which Neoclassical Economic Theory failed to explain fully. Such phenomena include, for example, the relation between qualification and unemployment, job security in different sectors and income inequalities (Sesselmeier, Funk, & Waas, 2010). HCT suggests that the distribution of work income between employees is related to their specific investments in education (Freiburghaus & Schmid, 1975). According to Becker (1964), every individual possesses a certain degree of human capital, which is defined as the stock of knowledge and skills. Moreover, the individual can increase productivity in the labor market by increasing his or her human capital. While HCT contributes to explaining various labor market phenomena, it has been criticized, for example, because of its focus on Western, industrialized nations. Leuven (2005) argues that the effects of investments in human capital always depend on the respective labor market and cannot be generalized. For example, Hayek et al. (2016) found that in Ecuador there are other more important factors that determine the work income of individuals than their investment in education, such as social and institutional influences. The authors assume similar findings for other Latin American countries and suggest more research to be conducted in the region. Taking on this avenue, the current study contributes to the development of HCT in the context of the sports labor market in Chile and Uruguay. Research method. A qualitative research approach has been chosen since it helps to fill knowledge gaps and gain new perspectives on phenomena (Corbin & Strauss, 2008) as prevalent in the present case. Based on the central research question a total of 13 semi-structured interviews have been conducted between November 2018 and January 2019. Based on already existing alumni research, subjective aspects like job satisfaction as well as objective aspects like contract type, income and working hours before and after participation in the ITK program were covered. Chile and Uruguay were chosen since a considerable number of participants from these countries have attended the ITK since 1964. The interviewees have participated in various ITK sports courses between 1993 and 2017. Content analysis according to Mayring (2015) was performed based on the transcribed interview materials. Results and Discussion. The study has arrived at the final stage of data analysis. Therefore, no final results can be presented for the time being. The interim results suggest that participation in the ITK has increased human capital and improved career opportunities of the interviewed individuals. In addition to sport-specific

knowledge, the interviewees have refined their intercultural and social competencies and expanded their personal and professional network. Hayek et al. (2016) gained similar findings in their study of the labor market in Ecuador. In addition to further developing HCT in Chile and Uruguay, the study has practical implications for Leipzig University, in terms of curriculum development for the ITK. Currently, the university plans to conduct further qualitative research in other countries of origin of ITK participants. Moreover, quantitative research is envisaged to gather data from a larger sample that are more generalizable.

Bibliography

## REFORMING SPORT MANAGEMENT EDUCATION IN TAIWAN

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After 23 years of implementation, sport management education in Taiwan which adopted from the western hemisphere has received many criticisms (Huang, 2003; Chang Liao & Hong, 2009; Shih, Chang, & Ni, 2012; Hsu, 2017). The revolutionized development of internet also created positive and negative impacts on today's students learning plus the trend of lesser newborn children that both caused huge challenges to the sport management educators. Literature documented the problems of sport management education classified by the areas in environment, teaching, curriculum, faculty, and students (Lin, Yang, & Chow, 2005; Jones, Brooks, & Mak, 2008; Mahony, 2008; Glendinning, 2008; Won & Bravo, 2009; Eagleman & McNary, 2010; Livingston, 2010; Schwab, Legg, Tanner, Timmerman, Dustin, & Arthur-Banning, 2015; Popp, Weight, Dwyer, Morse, & Baker, 2015; Zaharia, Kaburakis, & Pierce, 2016; Yu, 2016; DeLuca & Braunstein-Minkove, 2016; Light & Dixon, 2017; Chow, 2019). As the main research method of this meaningful research, the literature review identified not just the problems, but as well as possible hints to solve them (Chen, Adam-Blair, Miller, 2013; DeLuca & Braunstein-Minkove, 2016; Light & Dixon, 2007; Livingston, 2010; Mahony, 2008; Smith & Westerbeek, 2004; Williams & Parker, 2016; Won & Bravo, 2009). The author carefully examined those ideas and boldly proposed repositioning the sport management education, curriculum change, teaching methods modification as the ways to reform Taiwan's sport management education to meet the rising need and want of sport-loving students who like to pursue their career goal in the sport industry.

## GESTIÓN DE PROYECTOS DEPORTIVOS UTILIZANDO LA TÉCNICA DE REDES (MANAGEMENT OF SPORT PROJECTS USING THE NETWORKING TECHNIQUE)

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Esta investigación lleva una década en su estudio, es el identificar los casos de aplicación de la Investigación de Operaciones con todos sus temas como la Administración de Proyectos, la gestión de inventarios, líneas de espera, arboles de decisión. La programación Lineal una herramienta bastante utilizada para la optimización de recursos, o para casos de minimización cuando se requiere una dieta exacta de proteínas, calorías y grasas en un deportista de alto rendimiento, así como también la Administración de la Producción orientada a empresas deportivas. Administración de Proyectos Deportivos (Método de redes) Las redes de proyectos son modelos matemáticos que se utilizan para planear, programar y controlar proyectos deportivos, para los administradores deportivos tiene varias aplicaciones una de ellas es el mantenimiento de instalaciones deportivas, planeación y programación de un complejo deportivo y en el lanzamiento de nuevas instalaciones deportivas (Con y sin Investigación de Mercados). Utilización de métodos cuantitativos para optimizar los recursos para la gestión y organización del deporte (Servicios y Manufacturera). PERT-CPM (Program Evaluation and Review Technique – Critical Pach Method) son modelos de redes con componente matemático los cuales se utilizan para planear, programar y controlar proyectos para escenarios deportivos (mantenimiento, investigación de mercados y construcción), modelos que son el tema central del presente escrito, así como también existen otros modelos y técnicas como LOS PRONÓSTICOS, que nos ayuda a analizar la información de la demanda de cualquier bien o servicio deportivo para realizar una planeación de producción, LOS MODELOS DE INVENTARIOS, que nos sirven para mantener unos niveles seguros de los inventarios de cualquier escenario deportivo. EL MRP (Material Requirement Plannig), es muy útil para tener una planeación de todos los materiales utilizados en eventos realizados en las diferentes instalaciones deportivas. CREACIÓN DE NUEVAS INSTALACIONES DEPORTIVAS ADMINISTRACIÓN DE PROYECTOS CON TIEMPOS INCIERTOS Cuando en un proyecto no se conocen con certeza cuales son sus tiempos, se toman como referencia unos tiempos optimista cuando se cree que el proyecto va a marchar muy bien, cuando las actividades transcurren ede manera normal y sin imprevistos y finalmente el tiempo pesimista, cuando pueden surgir inconvenientes en alguna actividad. El Tiempo optimista (o): es el tiempo de una actividad en que se realizar de la manera más rápida en condiciones ideales. El Tiempo pesimista (p): es el tiempo máximo que una actividad se demora por



posibles inconvenientes en una actividad. El Tiempo normal (n): es el tiempo más probable de una actividad cuando se realiza en condiciones normales. Ejemplo. Actividades de la creación de nuevas instalaciones deportivas (semanas). Activ. Descripción Pred. A Selección y compra de terreno B Identificación de personal (administradores deportivos, entrenadores, etc.) C Realizar los planos del complejo deportivo A D Entrevistas y pruebas al Personal administrativo y deportivo B E Selección y contratación del Personal administrativo y deportivo D F Instalación de servicios públicos C G Selección y compra de materiales de escenarios deportivos C H Sistematización de portafolio de servicios y nomina. E I Construcción del complejo. F J Instalación de escenarios deportivos. G K Inducción, adiestramiento y capacitación del Personal administrativo y deportivo. H J Fuente: El autor Este tipo de proyectos se administra graficando una red que surge de las actividades predecesoras, se calcula el tiempo esperado, se determina la ruta o las rutas críticas, para finalmente determinar la probabilidad de un proyecto se ejecute en un tiempo determinado de acuerdo a las varianzas de las actividades relacionadas. Resultados Las redes de proyectos proporcionan herramientas para planear, programar, controlar y monitorear el progreso de un proyecto deportivo. Cada actividad tiene su propia función y todas las actividades se tienen que ejecutar al final. Las actividades de la ruta crítica, deben tenerse en cuenta como prioritarias, y recibir la mayor atención, debido a que la terminación del proyecto, depende potentemente de ellas. Las actividades no críticas se pueden manejar de acuerdo a la disponibilidad de recursos con los que se cuentan. El PERT/CPM también considera los recursos necesarios para completar las actividades. En muchos proyectos, las limitaciones en mano de obra y equipos hacen que la programación sea de mayor atención. El PERT/CPM identifica los instantes del proyecto en que estas restricciones causarán problemas y de acuerdo a la flexibilidad permitida por los tiempos de holgura de las actividades La "ruta crítica" de un proyecto. La ruta crítica es la ruta que dura más en un proyecto, es decir que cualquier actividad de esta ruta que tenga algún retraso, entonces el proyecto sufre retraso en el mismo tiempo. En otras palabras, para lograr que el proyecto se realice pronto, las actividades de la ruta crítica se deben realizar en el momento indicado. Las actividades que no están en la ruta crítica tienen una holgura o flexibilidad para realizarse, pueden empezarse de acuerdo a las necesidades de recursos que se tengan en el proyecto, y equilibrar el proyecto como un todo se mantenga en programa.

## THE MANAGER OF SPORTS ORGANIZATIONS OF FORTALEZA CITY – CE, BRAZIL

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Sports products and services, which constitute the called Sports Industry, have significantly interfered in the world economy, the macroeconomic and microeconomic dimensions (Mattar & Mattar, 2012). The evolution of sports marketing and the high volumes of financial resources administered by sports organizations requires a specific and qualified professional profile (Chalazz, 2006; Mazzei & Rocco, 2017; Mazzei & Bastos, 2012). In this perspective, the research question was: "What is the profile of managers and managers of sports entities in the metropolitan region of Fortaleza, Ceará State, Brazil?". The objective of this research was to know the reality of the sports organization of the fourth largest metropolitan region of the country, revealing the profile of its main manager. Several researches have been carried out in order to explore or describe the profile of their managers (Costa & Sarmento, 2012; Mazzei & Bastos, 2012; Azevedo, Barros, & Suaiden, 2004). We believe, however, that these diagnostic studies are fundamental to develop and consolidate the knowledge area of sport management, as well as to support decision making, both for the establishment of business strategies and for the implementation of public policies. Method. The research in question was carried out in an integrated way to the teaching, in the discipline of management of sports organizations of the technological graduation in sports and leisure management course, of the Federal Institute of Education, Science and Technology of Ceará – IFCE, Brazilian public teaching institution. The study was characterized as an exploratory qualitative research, because it is a new object to be known and is also characterized as a descriptive survey. The research subjects were 38 managers of sports organizations in the metropolitan area of Fortaleza city, being 5 of the 6 professional soccer clubs in the city, 12 amateur soccer clubs, 11 social sports clubs and 10 state sports administration organizations. To collect information, conducted in May 2018, a questionnaire was used to answer the object of study, which were answered in writing by the responsible leader. Results: With regard to the profile of the leader of the organization of the metropolitan region of Fortaleza city, the study showed that 95% are male. On the formation of the managers can be said that 47% have graduation, 21% up-graduation and 32% only have the secondary education (high school). Regarding the dedication of the manager to the work in the organization, the research shows that 63.2% of them work a maximum of 4 hours a week in

their organization, 23% between 5 and 8 hours a week and only 13,2% dedicate more than 9 hours a week to the management of the institution. About the time ahead of the management of the organization, the survey shows us that 76.3% are in the first time as manager in the organization and only 23.7% have been in charge of the organizations for more than 4 years. About the dedication of the manager to the work in the organization, the research shows that 63.2% of them work a maximum of 4 hours a week in their entities, 23% between 5 and 8 hours a week and only 13,2% dedicate more than 9 hours a week to the management of the institution. The survey points that 76.3% are in the first term of management in the organizations and only 23.7% have been in charge of the organizations for more than 4 years. Discussion: we can infer that in the reality of the sports organizations in Fortaleza city there is a predominance of men at the head of the management and not only in the soccer teams. These results are in line with those of the published studies and the reality of gender still lived in the country, with a minority of women in management roles (Amaral & Bastos, 2015). Regarding the training of managers of the sports organizations, the survey points to the predominance of managers with higher education 68%, but we still have the front of sports organizations in Fortaleza city a significant percentage of 32% of managers with basic training and no specific higher education, demonstrating an amateur reality of managers. Only 21% of managers have a training course in sports management area. The amateur profile of managers can be evidenced not only with lack of specific academic training, but when we analyze the time that these managers dedicate to the exercise of their function in the sports organization. According to the study, the majority of managers (63.2%) dedicate an average of less than 1 hour a day to the administration of the organization. This fact demonstrates the lack of time and dedication to the actions of promotion and development of the sport in said entities. Managers share their time between personal and organization interest. This context can be explained by the fact that most of these organizations are non-profit and have statutes that make it impossible to remunerate their elected officials. The observed situation of managers' renewals, that is, variability in function, this renewal feature alone does not seem to be enough to provide an improvement in the quality of the management of organization, because managers have other professional activity. In conclusion, this study had the objective of knowing the profile of the managers of sports organizations of Fortaleza city, Brazil and to launch possibilities for further research about the sports managers.

## SPORTS MANAGERS IN THE EU- AND BRICS COUNTRIES. COMPARISONS OF BIOGRAPHIES, CAREERS AND GLOBAL CHALLENGES

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Reviewing high-performance sports studies, very often they include detailed answers about organisational sports structures, performance and success achieved by athletes and coaches. However, it is very seldom, that we got information about sports managers. Sports managers – in the author's definition – are leaders in organisations of sports competitions, sports equipment, sports retail, sports services and sports marketing or communications. From the organisation itself, those leaders or CEOs could be employed in sports associations or federations, leagues or mega event agencies, in family sports enterprises or by stock exchange corporations. So, the sports managers can work either with players or coaches in sports associations and federations or with sponsors or partners, with members or spectators and customers all over the world. Therefore, the purpose of this project is to evaluate countries resource-based situation in the labour markets for profit and non-profit sports organisations. Literature Review. A resource-based theory examines the relationship between the needs of a population for sports and the capabilities to fulfil these needs by sports markets (producing and consuming of sporting products and services) (Andreff, 2011). An early research stated: "The migration of administrators, coaches, athletes, and ancillary staff is a prominent feature of global sport" (Falcous & Maguire, 2005; Kahn, 2000). Unfortunately, this does not have received much attention until today (Simmons, 2011). All countries in this study have their own home sports market, they are in cooperation and in competition (at the same time) with other nations for the best sporting athletes, coaches, and events, goods and services, but managers – not really so far (Trosien, Ratz, & Hattemer, 2017)?! Research Design Career research about single sports managers in each country is not an important field in sports economics by now. Hence, the authors take the first step for a longitudinal project. By using the same questionnaire design, data is collected from sport managers who have made successful careers in various countries. Although they are competitors in going on with their own professional career, it will be discussed if they are the backbone of the sports industries in the individual countries, the level of compensation they get, and which powerful positions they have. An additional approach the authors found in the biographies of popular founders or managers of sports enterprises. Lacoste in France built his sports apparel firm after his successful career as tennis player; in Germany this may be Herbert Hainer (long-time CEO of adidas), in China it could be Li Ning.

After globalizing the sports businesses in general the volume of the billion-dollar sports industries today is one result. Another result is that it shows how the commercialisation, the popularisation, and professionalisation depend on their achievements. Often those famous sport managers are male. At any time, they can turn into other jobs of the national sports industries or even prefer international sports careers we are looking for, for example when a German sports manager is CEO in the Hongkong Jockey Club. Results and discussion. All the BRICS and EU countries have huge sports markets with lots of supply and demand. It is a further step of the development that the sports leaders build own sports federations with their sports organisations to influence the markets and politics (for example, they have interest groups at the capital of the European Union, Brussels). In this way they cooperate with honorary or voluntary sports leaders of nonprofit sports associations and federations, sometimes working with them, having negotiations with them or they work for owners of sports firms. The countries are very different in their political constitutions, so it is very different how many sports managers are part of or cooperating with nonprofit sports organisations or profit sports organisations or public sports organisations in each individual country. The results from the participating countries will be compared in order to recommend first insights into the labour market for sport managers from a global perspective. Conclusion. The new situation shows a two-sided orientation in the single countries insofar that there are scientific communities for the exchange of ideas and theories (such as the group for sport economists in Germany), and also sports labour federations for employers (BSI for owners) and employees (VSD for managers). On top of that there are continental sports organisations like EASM, and others. Sport economics scientists research about sports management and federations build by sports managers working together with sports economists show a direction to improve the sports development in the BRICS- and the EU-countries (BRICSCESS 2017 and accadis 2019).

## DEVELOPING STUDENT EMPLOYABILITY WITHIN A SPORT MANAGEMENT CURRICULUM

**Steven Osborne, Andy Evans, Elizabeth Lewis**  
Cardiff Metropolitan University, England

This interactive workshop will serve as an opportunity to engage, discuss and receive feedback on the application of employability interventions across a traditional undergraduate sport management student journey and the design of a new industry endorsed curriculum. Discussions and examples will aim to support colleagues in reimagining how student employability can be developed through creative curricular and co-curricular delivery with industry and

internal professional services stakeholders. This session will share information and programmes of work implemented through the case study example of Cardiff Metropolitan University (Wales, UK) the first University in the UK to secure national industry endorsement for its BSc Sport Management degree with the Chartered Institute for the Management of Sport & Physical Activity (CIMSPA). Workshop Learning Objectives.

1. Introduce and explore the use of a broad graduate model of employability (Darce-Pool & Sewell, 2007) including the development of; work-based learning, work-related learning, career development and entrepreneurship/enterprise education pedagogies.
2. Explore the successes and challenges of a broad range of interventions supported by university professional services teams, including; sport facilities, outreach sports development, careers services and entrepreneurship units).
3. Explore the successes and challenges of a broad range of interventions supported by industry employers. Discussions to include the impact of industry engagement in designing a new professionally endorsed curriculum.
4. Participants will be given the opportunity to reflect on their own employability development activities and encouraged to share good practice. Concepts for Discussion. Core Sport Management Knowledge, Skills & Abilities Develop a deep understanding of relevant and contemporary disciplinary subject matter through the teaching and assessment of conceptual and procedural theories complemented with research informed education. How to balance competing principles of discipline traditions, Professional Statutory Regulatory Bodies (e.g. Chartered Institute for the Management of Sport & Physical Activity – CIMSPA) competency frameworks and emerging industry consultations (e.g. S2A Framework (Digennaro & Borgogni, 2018). Work Related Learning (WRL) WRL interventions focus on planned activities that use the context of work to develop knowledge, skills and understanding useful in work, including, learning about work and working practices, and learning the skills for work. These types of activities aim to ensure students and staff are involved in authentic activities that match as nearly as possible the real-world tasks of professional practices in a given discipline (Edelson & Reiser, 2006). Interventions can be utilised on or off campus (O’Shea, 2008) through insight visits, guest lectures, case studies and the application of simulations through live or technology enhanced experiences (as resources develop e.g. video, augmented reality, virtual reality).

Work-based learning (WBL) Programmes that bring together universities and work organizations to create new learning opportunities in workplaces. WBL blends theory and action, as theory makes sense only through practice, but practice makes sense only through reflection enhanced by theory (Raelin, 1997). WBL is learning is becoming integral to higher education programmes and is usually achieved and demonstrated through experiential learning activities within a

workplace environment, the assessment of reflective practice and the designation of appropriate learning outcomes. WBL often includes placement learning achieved during an agreed and negotiated period that takes place inside or outside the institution. Enterprise and Entrepreneurship Education Recognising that there are high levels of self-employment within the sport industry coupled with the requirement to develop broader human skills such as innovation, creativity, proactiveness and autonomy. The sport industry is not immune to change and is evolving in response to pervasive macro trends such as technology and socioeconomic disruptions. There is now a clear requirement to support students to develop enterprise and entrepreneurship knowledge skills and behaviours.

• Enterprise Education is defined here as the process of developing students in a manner that provides them with an enhanced capacity to generate ideas, and the behaviours, attributes, and competencies to make them happen (QAA, 2018). • Entrepreneurship Education is defined as the application of enterprise behaviours, attributes and competencies into the creation of cultural, social or economic value. This can, but does not exclusively, lead to venture creation (QAA, 2018). Career Development Learning. There is a responsibility to educate and support students in developing knowledge skills and behaviours that will improve their capability of securing relevant initial employment but to also develop in them the capability to manage their career progress and adaptability within the labour market through their careers. Career Development Learning (CDL) is learning about the content and process of career development or life/career management and career management skills (Watts, 2006).

### ENTREPRENEURIAL INTENT AND ORIENTATION AMONG COHORTS OF A UNIVERSITY-ACCREDITED SPORT BUSINESS MANAGEMENT CERTIFICATE PROGRAM IN MALAWI

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Scholars (Malebana, 2014; Kuada, 2015; Matswika, 2015) have turned their attention to entrepreneurship in Africa as a vehicle to curb growing poverty, hunger, and unemployment, representing key challenges facing poor countries today. The country of Malawi in Africa, as one of the poorest countries in the world, faces tremendous socio-economic challenges. Although the Malawi Growth and Development Strategy provides an operational framework for small and medium enterprises, entrepreneurship is not sufficiently contributing to economic growth. Participation in and development of sport in Malawi are also affected by this lack of economic growth. Government, through the

Malawi National Council of Sport, is the main funder of sport in the country, with a limited budget. Voluntary sport administrators and sport managers are pushed toward sport entrepreneurship to provide sufficient services to those interested in sport. According to Ajzen's (1991) Theory of Planned Behavior (TPB), entrepreneurial intent (EI) and entrepreneurial orientation (EO) are antecedents for planned entrepreneurship behavior that could contribute to economic growth. EI denotes an individual's perceived desirability or state of mind which potentially may lead to entrepreneurial action. EO implies a perceived feasibility based upon an individual's basic psychological and cognitive propensities to start a business (Suartha & Suprapti, 2016). Although the concept of sport entrepreneurship has been studied in parts of the world (Ratten & Ferreira, 2017), research in an African context is limited (Koloba, Dhurup, & Radebe, 2015). This study, therefore, aimed to determine entrepreneurial intent and orientation of continuing education students involved in university-accredited University Certificates in Sport Business Management in Malawi. Research methodology. The variables of entrepreneurial intent and entrepreneurial orientation were measured in this exploratory quantitative investigation using a self-administered questionnaire (Alpha Cronbach = 0.72) assessing respondents' agreement or disagreement with statements on a seven-point Likert Scale (1 = strongly disagree; 7 = strongly agree). EI was measured using the dimensions of attitude, subjective norms, and perceived personal behavior control. EO was measured using the dimensions of locus of control, risk taking, self-confidence, need for achievement, tolerance for ambiguity, innovativeness and personal initiative. Respondents represented the total population (N = 43) of the 10th and 11th cohort of candidates enrolled in accredited University Certificates of Sport Business Management offered in Malawi. Two hypotheses were investigated: H1 – Candidates enrolled in accredited sport business management programs have strong intent ( $\geq 4.66$ ) to become entrepreneurs and, H2 – Entrepreneurial attributes required for entrepreneurial actions are strongly developed ( $\geq 4.66$ ) in the enrolled candidates. Descriptive statistics were used as the first round of data analysis to test the research hypotheses. Results and discussion of the total respondents, 58% (n = 25) were male and 42% (n = 18) female. The Theory of Planned Behavior (TPB) contends that intent is an antecedent of behavior and, in turn, is influenced by attitudes, perceived behavioral control, and subjective norms. Respondents recorded mean scores of 5.91, 5.30 and 4.38, respectively, in the three dimensions and a collective EI mean score of 5.16. The low score on subjective norms suggests an absence of appropriate support environments to transform EI into entrepreneurship practice. This result aligns with the findings of Ambad and Damit (2016) on the significant influence of relational support and EI. When

entrepreneurial intent was analysed by gender, female respondents recorded a collective entrepreneurial intent mean score of 3.41. This result may be attributed to social embeddedness (Steyart, 2007) of EI in the patriarchal society of Malawi. It also confirmed Mack and Mayer's (2016) notion of entrepreneurial ecosystems where cultural expectations could be a factor inhibiting EI. Results implied respondents collectively demonstrated strong intent to become entrepreneurs and, therefore, H1 was supported. Willingness to take risks, identify and exploit new ideas and opportunities, take initiative and act pro-actively with self-confidence are key dimensions in entrepreneurship. A collective mean score of 3.48 recorded for EO attributes of locus of control (3.15), propensity for risk taking (3.46), self-confidence (3.50), need for achievement (3.89), tolerance for ambiguity (3.10), innovativeness (3.60) and personal initiative (3.68), reflects weak levels of EO and, therefore, H2 was not supported. Conclusion and Future Research. Respondents demonstrated strong entrepreneurial intent, but weak entrepreneurial orientation. This calls for strategies to identify sport-related entrepreneurship opportunities as a contributor to sport development and economic growth in Malawi. This includes sport entrepreneurial education and identification of successful role models in entrepreneurship. The limitation of this research is its sample size. Further research may consider including Sport Management/Science students in tertiary institutions in Malawi and other regions of Africa, determining the effect of entrepreneurial education to establish if EI and EO waned or waxed over time as well as comparative EI and EO studies in other cultures.

## TRIUMPHS AND CHALLENGES OF FACULTY-LED STUDY ABROAD

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All presenters have led multiple sport-focused, short-term study abroad trips for students. It is well-documented that higher education is an essential agent for knowledge transmission across borders. This role is especially vital as institutions are expected to prepare students to work in increasingly globalized economies (Bradford, 2015; Brookes & Becket, 2011; Coker, Heiser, & Taylor, 2018). Further, the research regarding the benefits of study abroad is plentiful. An increase of self-confidence (Bachner & Zeutschel, 2009), the dispelling of stereotypes (Freestone & Geldens, 2008), intellectual and cognitive knowledge (Chieffo, 2007) are just some of the reported outcomes. Additionally, Paige et al. (2009) found for alumni, study abroad experiences had the most significant impact of any

college experience including friendships and course of study. Specific to sport management, as the sport industry truly is a global business, students can and should have the opportunity to experience sport internationally. These experiences can increase future sport managers' awareness of current global issues and concerns that will be beneficial to their future success (de Haan & Sherry, 2012; Ratten, 2011). Pfahl (2012), notes "...approaching modern sport management with an international focus from the outset will better serve sport managers in the development of their sport or sport organizations" (p. 4). To produce graduates capable of working in this global sport industry, sport management programs and faculty members are increasingly offering study abroad opportunities. Overall, study abroad programs in the United States and students participating in them are at record numbers. According to the 2018 Open Doors Report on International Educational Exchange data released by the Institute of International Education, more than 332,000 U.S. students received credit for study abroad during 2016–2017, a 2.3 percent increase over the year prior. The benefits of study abroad are widely acknowledged (Dwyer, 2004; Murphy, Sahakyan, Young-Yi, & Magnan, 2014), and the overarching goal for many study abroad programs is to provide students a structured academic experience that enhances understanding of their profession in a global context. Developing and operating faculty-led study abroad experiences presents several challenges and opportunities. Before developing a study abroad program, faculty must carefully evaluate a number of factors including (1) how does study abroad fit into the mission of the university, college, and department and support the goals and objectives of those units; (2) how will your work to develop study abroad programs be counted and valued in your annual workload and your career; (3) how will you be able to measure and articulate the benefits of study abroad for your students and campus stakeholders (Forum on Education Abroad, 2010). Operating study abroad programs also require us to address noted concerns. More than 50% of incoming freshmen indicate they are interested in study abroad experiences, yet a much smaller percentage actually have such experiences. Several strategies for improving these odds include curricular integration, increasing accessibility, and minimizing marginal costs (Dwyer & Peters, 2014; Institute of International Education, 2018). Additionally, faculty-led study abroad experiences for students can vary in how they are structured, what the focus is, and duration of the trip. Determining what the objectives and outcomes are for students is an important factor. For example, some programs may emphasize getting actual experience so they plan their trip around an event, while others may have a broad objective involving more of a cultural experience, while still others focus on a specific theme such as service learning or event management. In this presentation, we

will share ideas for successfully developing, planning and implementing a meaningful and impactful study abroad. The process from the idea stage to the trip, including the development of student conduct contracts and trip evaluation, will be discussed. Insights and advice from various professors will be included.

## **ACADEMIC STAKEHOLDER ALLIANCES: A STRATEGY TO ADVANCE, BROADEN AND ENHANCE SPORT MANAGEMENT ACADEMIC PROGRAMS**

**Andy Gillentine<sup>1</sup>, Bob Baker<sup>2</sup>, Matt Brown<sup>1</sup>**

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The University of South Carolina became the first U.S. program to formally change the name of its sport management academic program to Sport and Entertainment Management. This change facilitated the offering of an emphasis in live entertainment management for students and as well as expanded its opportunities in venue management. Several programs in the United States have followed this trend to include entertainment in its name and course offerings. As such, it is postulated that Academic Stakeholder Alliances such as this one between sport and entertainment management may offer the academy and effective strategy to advance, broaden and enhance sport management education. An Academic Stakeholder Alliance is an arrangement between two or more academic disciplines to share resources to undertake a specific, mutually beneficial objective. An Academic Stakeholder Alliance can be considered less binding than a joint venture, in which two or more disciplines typically pool resources to create a separate entity. In an Academic Stakeholder Alliance, each discipline may maintain its autonomy while maximizing resources, gaining additional insight, and generating new opportunities for innovation and growth (Gillentine, 2018). Proposed alliances such as the aforementioned Sport and Entertainment Management program, are consistent with the identified Eras of Sport Management, which indicates that the sport management discipline is currently in the Era of Reflection, Assessment and Refinement (2008 – present) (Gillentine, 2012). This type of academic structure would most assuredly reflect the spirit of thoughtful reflections, effective program assessment, and program structuring to further refine and improve the academic discipline. Sport management has evolved as a discipline, from an original unique and small group of course offerings to a powerful and influential field of study. The sport management discipline has experienced rapid and consistent growth over the last five decades. In the United States alone, there are currently over 350 sport management programs. When the sport management lens is widened to a global perspective, it quickly encompasses a large number of well-established and

notable programs in Europe, Australia and Asia. A growing number of up and coming, as well as notable programs, can also be found around the globe and new programs are constantly emerging. The curricular offerings of early programs were varied across programs, colleges and even continents. Current academic standards are more consistent throughout the discipline as a result of the development of professional organizations that have fostered the development and implementation of academic consistency of quality and academic collaboration (Gillentine, Crow, & Harris, 2014). The North American Society of Sport Management (NASSM) was established in 1986, The European Association of Sport Management (EASM) in 1993 and the Sport Management Association of Australia and New Zealand (SMAANZ) was founded in 1995. In recent years the Asian Association of Sport Management (AASM) in 2002, the African Sport Management Association (ASMA) in 2010 and the Association Latinoamericana de Gerencia Deportiva (ALGEDE) in 2009 have been organized. Most recently the World Association of Sport Management (WASM) held its first meeting in 2012 as a central organization for all sport management academic institutions. In the history of each organization, the formal name given to the disciplines show a similar path of development. Initially sport management academic programs were frequently referred to as sport administration programs but slowly and steadily migrated to the now preferred, sport management. While the study of entertainment management is not a new field, its recent growth and expansion has highlighted the demand for the academic study of this industry. Prior to the current trend to merge sport and entertainment programs, many of the existing programs studying entertainment focused specifically on the music industry and more specifically on the performance and music production components. Developing entertainment programs are placing greater emphasis on business management skills rather than music performance and production. Using the development of the sport management as a “roadmap” to chart the growth of entertainment management, the similarities among the trajectory as well as the desired academic components are striking. From this point in the evolution of both disciplines, it behooves academic professionals to examine the synergistic opportunities that may exist if Academic Stakeholder Alliances are built between the disciplines. The purpose of this presentation is to examine the advantages (and disadvantages) of forming these Academic Stakeholder Alliances and to identify and examine the commonalities and differences that may exist between the academic demands and industry expectations of these industries. Additionally, the researchers will attempt to identify other potential areas for possible Academic Stakeholder Alliances that could benefit the academic study for each of the potential stakeholders. These areas may include but are not limited non-profit management, tourism and hospitality.

## MODERN CONTRACT THEORY APPLICATION IN THE MECHANISM REFORM OF PUBLIC STADIUM IN CHINA

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The modern contract theory was nearly 30 years to the forefront of the development of and one of the mainstream economics research areas, and it was the arrangement of contract under the condition of asymmetric information theory, had a strong explanatory power for many realistic problems. Used methods of the literature data collection and analysis, this article pointed out that applying the modern

contract theory to the reform of the mechanism of public stadiums in our country is beneficial to the construction and reconstruction of the basic theory of the mechanism of public stadiums in the new period, to the equilibrium of the stakeholders of public stadiums and got the rational choice, and to the handover of the operators of public stadiums and gymnasi It is easy to achieve self-discipline in the industry, which is conducive to the balance between supply and demand of public sports venues. Its is also necessary to deeply expounded the modern contract theory theoretical significance and application value in the mechanism reform of public stadium research, and put forward suggestions to the problems which should pay attention to in the application of the modern contract theory.

## CULTURE IN A GLOBAL SPORT BUSINESS MARKETPLACE

### PARALLELS AND DIVERGENCE IN SPORT MIGRATION: A QUANTITATIVE WORLD SYSTEMS ANALYSIS

**Tomas Ruda, William Crossan**

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Globalization in sport is uneven, and with it the effects of sport migration. The push and pull factors of migration flux in conjunction with Wallerstein's World Systems theory as well as the cultural order of individual sports in a nation (Shannon, 2018; Wallerstein, 1990, 1993). Using multiple regression analysis and multilevel analysis we compare the effects of sport migration across the four sports of football, ice hockey, basketball and baseball over 20 years in the Czech Republic. The effect of sport imports and exports are compared between sports in relation to league attendance, registered players, and international rankings over time. Additionally, the effect of imports is compared between sports both within and between teams over time. Understanding the direct and indirect effects of migration with regards to the relationship between core/periphery and cultural sport migration can assist federations in creating policy, as well as teams in determining strategy for maintaining competitive balance. Literature review: Sport migration has been occurring for many years, yet while it is inconsistent based on location and cultural sport position, it continues increase both quantifiably and across wider geographic distances. These migration patterns have been studied primarily by sport sociologists who have catalogued push and pull patterns, and the intended and unintended consequences of this form of globalization (Falcous & Silk, 2006; Klein, 1989; Poli, 2010; Simiyu Njorrai,

2012). Additionally, to date sport migration studies are isolated to single sports, with effects are primarily measured qualitatively. While such sociological reflection is necessary and valuable, there is also a competitive and business perspective which the sport manager is forced to make pragmatically. These decisions are then reacted upon by sport federation officials who are responsible for growing and protecting the sport within their culture. Each sport is battling for fans and youth participants beginning from different starting points based on the primary or secondary nature of the sport in that culture. Research method: The use of foreigners in the Czech Republic across the four sports of football, ice hockey, basketball and baseball are studied over 20 seasons (1998–2018). The data is multilevel in nature and is thus examined within sports and between sports over time. 20 seasons of data are compared at the league level for effect on average fan attendance, number of registered players and international ranking, as well as at the team level for effect of foreigners on final league results and attendance. The data set is multilevel in nature. Thus, seasons are considered as first level units which are further nested within teams (2nd level) units. Resultantly, two co-variance matrices are estimated for each level. Then regression analysis is used to quantify and compare effects of sport migration between primary and secondary sports within the Czech culture. Results. (To be included upon completion of the study)

## TEAM MANAGEMENT STRUCTURE PROVIDES A CULTURAL FRAMEWORK THAT DRIVES PERFORMANCE IN NEW ZEALAND RUGBY

**Francisco Serrano**

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Ever since moving to New Zealand 12 years ago, I became aware of how important and deliberate team management structures were for rugby teams at all levels from junior rugby to adults. I remember thinking at the time, if so many volunteer hours go into a managing and coaching a 10-year old's junior rugby team each week, no wonder New Zealand has the most successful rugby team of all time, the All Blacks. At the time, I cased studied how much time was invested into managing and coaching a team and I was astonished to realised that 18 to 20-man hours were put in a week to be able to have a group of children play a 1-hour game a week. As my involvement in rugby grew, also did my awareness of how things were done, what was communicated, expected and the roles coaches and managers have within the structure of a team. Having also seen that teams represent different types of organisations, schools, clubs, provincial unions and professional franchises there was still a constant, a culture of performance and high standards. This led to me to research, "How a management structure in a team environment provides the cultural framework to drive performance in New Zealand Rugby." In my experience in sport, the significance of the management and coaching structures present in New Zealand rugby are not necessarily common to other sports or in the organisation of teams in other countries. New Zealand rugby teams at different levels compete successfully and can sustain that success from one generation of players to the next. When other successful teams are studied a commonality appears which is that their management had set up a structure similar to a learning organisation. This research intends to find whether New Zealand rugby teams take on a structure somewhat like a learning organisation. Determine whether coaching and management teams are aware of the structure that is given to their teams. What culture is put forward to the team and is a high-performance outcome of the team an implicit or an explicit part of the culture. By responding these questions, a correlation is established with other types of organisations where high performance outcomes are also sought. Being a senior lecturer at the Manukau Institute of Technology and mental skills coach for the Counties Manukau Rugby Football Union, I have background knowledge of the demographics involved in this research and their working styles. This research has allowed me to extract myself and become more observant rather than involved in the practice area being researched. I strongly believe that sporting teams and sporting organisations are a very good prototype of how other types of organisations run. In my study of

successful teams, I have found that coaches, John Wooden, Bill Walsh and Lou Holtz mentioned in the literature review were teachers. Phil Jackson, though not a teacher was referred to by his players as a teacher and in the case of the All Blacks coach Graham Henry, he too was a teacher. While this may be a coincidence, those who have a teaching background have tended to build learning organisations, which in the cases mentioned above have had tremendous success. In the case, of New Zealand rugby there is a structure of a learning organisation behind every team. Also, from a management perspective I embraced Henry Mintzberg's approach to management theory where there is not a planned strategy to successful management but rather an adaptive management approach able to take on ongoing contingencies. In this research, observations follow Mintzberg's model of observing managers in their environment, as how they adapt to their contingency provides the data for the analysis. The fact that all four coaching approaches reviewed focused on a higher value that is being sought, becoming accountable for being better individuals. When researching New Zealand Rugby's organisational team culture, where the underlying theme is "Better People, Make Better All Blacks", a parallel is drawn and a pattern is found; a high-performance culture is generated in an environment where individuals are empowered to be adaptable, always ready and learning. Wooden, Walsh, Jackson, Holtz and Henry since early in the 1960's through their coaching philosophies/management approaches have up taken a hybrid postmodern approach, with traces of learning organisation and cultural excellence. This study explores how New Zealand rugby teams and their management structures carry on these approaches at the different levels of the game: secondary school 1st XV, provincial representative team, Premiere Club Team, Provincial Professional Team and Super Rugby Franchise.

## MOMENTS AND MEMORIES: FOOTBALL AND STATE NARRATIVE IN ALGERIA

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A Nation's memory, in general, is selective and sheds light only on a selection of narratives of memory and process of memorizing that most of the time serves nation's (and regime's) interest. At the core of the Algerian' state formation, the question of memory and historical legitimacy occupied a distinctive and privileged position. The Algerian state built its memory on a series of "coherent" narratives that fall into within three distinctive themes. Firstly, the struggle of Algerian people, mobilized around the nationalist party and liberation army that led the fight for independence against French occupation. Secondly, a process of nation-state building to unit and mobilize the Algerian people around the one party-state and socialist (anti-imperialist) Third-Worldist ideologies. Finally, more



recently, the narrative focused on the notion of national reconciliation following almost ten years of quasi-civil war.

## THE ROLE OF CULTURE IN INTERNATIONAL SPORT

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Globalization has outpaced the ability of many organizations to manage the accompanying cultural shifts. The focus has been on overcoming legal, political, technological, and economic barriers, while cultural barriers are often unacknowledged or discounted. Therefore, ignorance of our cultural differences often result in weak market share, low or negative return on investment, missed opportunities, and reputational damage, as well as legal challenges, productivity losses, expatriate failure, and the premature termination of contracts, joint ventures, and partnerships. The misunderstandings, tensions, and biases caused by cultural differences can even lead to outright failure. As companies grow, they eventually look for new opportunities to expand their market. Some of these opportunities present themselves in new countries, while others exist right at home. In either case, focusing on specific cultural groups can open up new markets for a company. Product diversification and growth may demand a product to be introduced on a global level. Marketing in general has always been recognized as an economic activity involving the exchange of goods and services. 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 (Terpstra, 1997; Hunt, 2019). 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 (2010 & 2019) 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). Because our understanding of marketing tends to be culture-bound, we must acquire knowledge of diverse cultural environments in order to achieve success in international marketing. In fact, according to Jeannot & Hennessey (1998), and Stahl, G. K., & Voigt, A. (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. 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 with changes and differences in other countries. Tuler (1991); Robertson, R. (1994), and Andreason, A. W. (2003), noted that trying to enter global markets without the expertise and understanding of international trade is a common error made by many executives. Spencer (1999), Hsieh, T.-Y., Lavoie, J., & Samek, R. A. (1999), and Stahl, G. K., & Voigt, A. (2005), mentioned that the main difficulty experienced by foreign marketing managers is adapting to cultural diversity. Pitts & Stotlar (2013), indicated that sport business personnel have a common bond with their counterparts in other countries through their athletic business experience, but that culture variations and understanding on appropriate business and etiquette can sabotage the chances for success. Moreover, according to Root (1994), blunders in international business are commonly traceable to ethnocentric assumptions unconsciously held by managers, especially the belief that foreigners think and behave much the same as the people at home, even though they speak a different language. As such, ethnocentric assumptions often lead to poor strategies in both design and executions. 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. The purpose of this presentation is to present a wide variety of cultural and social influences found in international marketing operations, and to think in international and global terms. This presentation will attempt to:

- Present a context for thinking about marketing internationally.
- Why international marketing is a function of the cultural environment
- The impact of culture on market strategy and segmentation
- The need for cultural adaptation in the global market
- How cultural differences affect business communication
- Identify the main cultural risks facing global marketing
- The need and value for international education.

## FACTORES CLAVES EN LA GESTIÓN SISTÉMICA DEL DEPORTE (KEY FACTORS IN THE SYSTEMIC MANAGEMENT OF SPORT)

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La actividad deportiva ha alcanzado un crecimiento tan importante en los últimos años como agente de vinculación social, entretenimiento y cuidado de la salud de las personas, que su gestión ha debido adaptar su metodología para estar a la altura de esta evolución. El enfoque con el que se oriente a la gestión deportiva no debe ser observado desde la particularidad de la

elaboración de un proyecto pensado para resolver un problema, sino desde la integración dentro de un sistema en el que la sociedad coexiste con las organizaciones y con aquellos que las integran y se benefician con sus acciones, influyendo directamente en las decisiones de quienes tienen a su cargo la conducción de estas. Por esta razón, al pensar en una gestión sistémica del deporte, los factores claves que tendrán un impacto directo en el resultado de esa tarea son: El ENTORNO, que definirá el pensamiento social y cultural de ese conjunto de la sociedad al que debemos ofrecerles el espacio de la práctica deportiva; las PERSONAS, eje central de la gerencia, hacia quienes se dirigen las propuestas; la CALIDAD del servicio a ofrecer; las ESTRUCTURAS de las entidades tanto funcionales como organizativas; las ESTRATEGIAS destinadas a desarrollar eficazmente todas las acciones que se ponen en práctica, y finalmente, los PROCESOS que se establecerán para que la gestión pueda obtener los resultados esperados. El presente simposio, destinado a todas aquellas personas que trabajan en organizaciones deportivas cumpliendo funciones directivas o de conducción de equipos, pretende demostrar de qué forma se vinculan estos factores entre sí en situaciones prácticas, fundamentadas teóricamente, en la gestión de clubes y de qué manera deberán los gestores deportivos considerar, al pensar su rol, que la comprensión del acervo cultural del medio ambiente en el que realizan su trabajo será fundamental para programar todas las acciones que consideren necesarias para conseguir los resultados que se esperan de su tarea.

## CULTURE AND GLOBAL SPORTS

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In Indian sub-continent, sports were played since the earliest known times/civilizations. During the Indus Valley time, marbles, balls and dice were used for games and dicing was the important game as is evident from lots of dices unearthed. Besides, a type of board game resembling the modern chess was also prevalent. A cylindrical gamesman resembling the present-day game of Draught has also been excavated at Harappa. Hunting was another such game that exists till today. The Vedic literature has numerous hymns dedicated for physical and mental activities. Chess and Chariot Racing are a few that one could remember from such time. The Ramayana and Mahabharata have numerous indications of sports during the student days of the royal princes [1]. The later history as we know has given importance to sports. Great Universities like Takshila and Nalanda were famous for military training, wrestling, archery and mountain-climbing, swimming, breathing exercises and yoga. Thus, human society since his beginning has given special place to sports, which exists even today [1]. As far India is concerned, it

has very old and rich culture of traditional sports. There is a mention of traditional sports in ancient scriptures. Traditional sports or local sports like Kabaddi, Kushti, Gulidanda to name a few are being played in most parts of our country. India has a rich cultural diversity. There are different cultural sports which suit the environment of a particular culture and are promoted informally in that culture through generation to generation. Introduction. UN in one of its reports has highlighted the importance of Sports to the Society and wellbeing of Humans. According to it, "Sport's unique and universal power to attract, motivate and inspire makes it a highly effective tool for engaging and empowering individuals, communities and even countries to take action to improve their health. Sport can also be a powerful means of mobilizing more resources in the global fight against disease, but this potential is only just beginning to be realized [1]". In order to inculcate sports culture in India, there is still a long way to go, but still it can be encouraged by some emerging trends. There is increasing awareness of health and fitness in the country. This is evident through the extraordinary growth in gym memberships and the visible emergence of a running culture in India. The popularity of community running clubs and marathon participation are exciting trends [4]. While sports can be a lifestyle for some people, it is a stress buster for a few, leisure for many and entertainment for the enthusiasts. For centuries, the buzz about sports has constantly increased and it is an activity loved by people [5]. The world history of sports has witnessed sports as a media to promote peace and development among countries of diverse backgrounds. The Sports Sector makes significant contribution to the nation's economy and influences its socio-economic development as well. The Sports Sector in many countries around the world is a leading industry that increases employment opportunities for the citizens and enhances the economy. The industry is inclusive of various sections such as sports tourism, goods manufacturing and retail, equipments and apparels, promotional items, sports infrastructure, management services and sponsorships. The contribution by the sports industry can reach as much as 6 to 7 percent to a nation's economy [5]. However, to develop a culture of sports, the most important element is a mindset change on the part of parents. Because Indian parents often do not see the important role that sports play in the development of our children, coupled with the fact that currently in India sports is not yet considered as a viable career path, parents generally discourage children from spending too much time on the playing field. In this age of increasing child obesity, it has never been more important to encourage children to turn off the television, shut off the video games, and go outside to play. Sports teach our children valuable life skills that will be carried into adulthood regardless of their ultimate profession. These include perseverance, cooperation, teamwork, leadership and conflict

resolution [4]. Although India is at an embryonic stage of sporting culture, great developments have taken place in the country over recent period of time. Hosting a few international sporting events, India has become a multi sport nation. The country which is obsessive about cricket has not only shown rise in fans of “Indian Premier League” (cricket), but hosting different leagues such as Hockey Indian league, Indian Badminton League, Indian Super League (Soccer) and Pro Kabbadi (an indigenous traditional Indian sport) has also resulted in mass awareness and popular fan following for different sports. These initiatives are changing the game of sports culture in India, thereby, supporting the business of sports in the country [5]. With increased exposure to global sporting events, the youth has evolved, and there is a growing market today for new sports. From Messi to Murray, young Indians have found a whole new set of heroes. Adding to this is the slew of recent wins by Indian sporting icons that have inspired youngsters to pursue their passion for sports. The success stories of Saina Nehwal, Mary Kom and Dipika Pallikal have also inspired a lot of young girls to pursue sports [4]. Discussion. Globally, sports as an industry have a unifying appeal. The sports industry boasts of a dynamism and appeal that many other, even bigger industries, look at with envy. The business of sports in India is witnessing disruptive changes, dramatic expansion and unstoppable growth. India as a country still has a long way to go in developing a strong sports culture and getting that culture imbibed with three major sectors – education, health and tourism – is still a daunting task [3]. For the overall development and benefit of the society, it is necessary that the sporting culture is revived. This can be done by actively engaging the target group along with the business and government [1]. Participation in sports benefits health, character building at the individual level. Sports also benefits the nation through community development, team building etc [2]. Sports have the power to transform individuals, communities, societies, states and countries. By putting sports to best use, one can realise benefits such as better physical and mental health, learn responsibility and teamwork, and build an overall positive self-image. On a bigger scale, sports can impact areas such as education and health, prevention of violence, peace-building, good governance, social inclusion, economic development and gender equality. Sports improve health of individuals, which lead to reduced absenteeism at work and low healthcare costs. This, in turn, frees up funds for other purposes. In the education space, sports can lead to better academic performance and low rate of dropouts leading to higher literacy levels, since sports result in good physical and mental health of the youth [3]. It is based on these developments, some evident and some latent, that the Indian sports story is going through significant changes. The leagues are going international and the biggest media and corporate groups are backing sports. Indian sports scenario evolves and gains greater acceptance

and participation from communities, corporate and the government, India is poised to make its mark on the world sporting arena.

## ORGANIZATIONAL CULTURE AND OLYMPIC VALUES: AN NGO CASE STUDY

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In Brazil, the 2016 Olympic Games host country, 11% of its population aged between 12 to 17 years old, in other words, 21 million Brazilian citizens are teenagers. However, part of this population, about 38%, live in socially vulnerable conditions (UNICEF, 2011). In the current Brazilian scenario, teenagers in this situation are assisted through public policies that are operationalized in partnerships with Non-Governmental Organizations (NGOs) that, among other means, use sports to promote the social inclusion of these young people. NGO is one of the terms used to designate the group of non-profit and non-governmental entities that make up the Third Sector (Landim & Fernandes, 1988). This expression is used to name non-profit organizations of civil society that develop actions such as the fight against hunger, illiteracy, child labor, among others. We have seen that in the last four decades there has been a notable ideological and political change in Brazil, leading to a significant increase in NGOs that implement or operate public policies, also placing sport as the protagonist of these organizations (Melo, 2005). Our object of study was the NGO Fundação Tênis (FT), a non-profit, non-governmental organization that carries out a social, educational and sports program based on Olympic Education. Our initial goal was to understand if pedagogical aspects related to sport could influence the organizational aspects of a sports institution and, thus, we came to the research focus, Organizational Culture (OC). The lack of studies on NGOs, sport and Organizational Culture in the country aroused the interest of our work, whose final goal was to identify and describe the Organizational Culture of an NGO that carries out a social, educational and sports program. In addition, we wanted to verify if the adoption of a pedagogical line based on Olympic Education manifests itself in aspects of the organization’s OC. Literature Review. Organizational Culture established itself as a discourse in the 1980s, guiding academic production and a large coverage of magazines aimed at business audiences. A common trait of the authors at the beginning of their development was the theoretical-practical treatment given to the subject, mainly using examples from successful companies (Freitas, 2007). The great interest in debating the cultural issue in the organizations came as result of the decline of American productivity and the gain of Japanese competitiveness, especially in the automotive sector. This has inspired many studies that have attributed Japan’s economic

success to its national values such as subordination of the individual to the group, valorization of teamwork and respect for the elderly (Freitas, 2007). Then, OC would emerge in this scenario of crisis and search for innovation, offering an attractive solution that emphasizes common ideas, acceptable ways of thinking, values and behaviors; providing a response to the concern with social interaction, legitimizing the existing order and reducing conflicts (Freitas, 2007). Edgar H. Schein, American psychologist and a classic author of the theme clarified the concept of corporate culture and demonstrated its relation with leadership. For Schein (2009), culture is a dynamic concept that can be learned, transmitted and changed, and can be analyzed at three different levels, which mean how much the cultural phenomenon is visible to the observer: artifacts, beliefs and values, and fundamental assumptions. According to the author, culture is created by shared experiences, but it is the leader who initiates this process when it imposes his beliefs, values and assumptions. Above all, cultures emerge from three sources: 1. Beliefs, values and assumptions of the founders of the organization; 2. Learning experiences through the organization development; and 3. New beliefs, values and assumptions introduced by new

members and leaders (SCHEIN, 2009). Method. This is an exploratory case study, using a qualitative approach (Li, Pitts, & Quarterman, 2008; Yin, 2005). Data were collected from documentary sources through semi-structured interviews with the organization's leaders (Gil, 2006). The technique elected for data processing is Content Analysis. The categories of analysis, defined a priori (Bardin, 2011; Queirós & Grace, 2013), are the ten mechanisms of incorporation and transmission of culture used by leaders and founders, pointed out by Schein (1983, 2009). Results/Discussion. The content analysis showed that, according to most of the analyzed categories, the Olympic Values are incorporated in the beliefs and values of the NGO Fundação Tênis. We found that the organization created and promoted mechanisms that formalized the process of focusing the attention of the group and this reinforced the message it conveyed, reduced the inconsistency and strengthened the culture of Olympic Education. We highlight that this culture was evidenced not only as a pedagogical methodology, but also effectively as part of the institution's organizational culture. The results pointed out that it is possible that the Organizational Culture of a sports entity is influenced by the cultural values and pedagogical aspects of the sport.

## FINANCIAL ISSUES IN A GLOBAL SPORT BUSINESS MARKETPLACE

### SPORT, BUDGET FINANCING, MANAGEMENT OF THE SPORTS INDUSTRY, RANKING SYSTEMS FOR SPORTS

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In Russia, a significant part of the socially oriented sectors of the national economy is experiencing serious difficulties in budget financing, despite numerous federal, regional and local programs targeted to support it [1]. This is explained by the previously existing residual principle of financing, as well as ill-conceived, ineffective reforms that markedly reduced the resource capabilities and potential of regional and municipal social complexes. There is no exception in this regard and the sports field. One of the main reasons for the ineffective management of the sports industry in the provincial regions-recipients is the lack of objective, mathematically based criteria for the use of available resources and, above all, financial resources [2]. Attempts to create methods that would solve the problem of ensuring an objective, balanced and transparent distribution of budgetary funds by sports are not new. Many regions of Russia develop and

approve their own ranking systems for sports (sports federations), based on the funds allocated for financing. The main ranking criteria are: coaching staff, material and technical base, national-cultural "tradition" of the sport, achievements at competitions at various levels and a number of others [3]. Most of these techniques are still subjective, since they are based on a kind of expert assessment, not supported by any mathematical calculations and conclusions. The Ministry of Sport of Russia has developed a methodology for determining basic sports (10–15) for each subject of the country for a period of 5 years [4]. It is assumed that these sports will be funded as a priority from both federal and regional budgets. But even with the fulfillment of this requirement, in any region there are sports that are not included in the number of basic, but successfully developed and popular among the population. The proposed method is based on the cost-result approach known in economics, that is, the main criterion in determining the amount of funding for a particular sport for the next calendar year will be the results achieved by athletes in previous periods (time lag is 4 years) at competitions at various levels. The use of the methods of probability theory and mathematical statistics allows you to quantify a specific sports result and monetize it. Thus, it is possible to easily carry out public control and examination of the validity of budgetary expenditures allocated to support this

particular sport (sports federation). According to this method, the calculation was carried out and the cost of 1 point was determined for all accredited regional sports federations, and the scores were monetized, i.e. translated into cash equivalent. The use of this technique may be associated with the emergence of some problems that require additional research. First, it is necessary to understand whether a situation is possible when it is beneficial for one or several sports federations acting together to distort information, thereby achieving higher scores and, consequently, better funding. The second problem arises in the case when the federation is not able to fully absorb the amount of funding that executive authorities are ready to provide, acting in accordance with the described methodology. The third problem may arise when collecting data for the distribution of quotas by sport. All statistical reports are generated at the end of each year, and the regional budget in the middle of the year. For this reason, statistics of the current year cannot be used to allocate quotas for the next year.

## WHO ARE WINNERS AND LOSERS IN KOREA BASEBALL ASSOCIATION?

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Korea Baseball Association (KBO) was founded in 1982 and has been very successful to become the most popular and favorite professional sport league in Korea over soccer, basketball, and volleyball. KBO is currently consisted of 10 professional baseball clubs with the recent addition of two teams. Its popularity as a national pastime and enhanced skill levels of players significantly contributed to inflating players' salaries. Korea national baseball team showcased their supremacy in the global stage by winning a gold medal in 2008 Beijing Olympics, 2nd place in 2009 World Baseball Classic, and five-time gold medals in Asian Games, and so on. Some Korea-born talents were offered to play in foreign countries with highly escalated salaries and thus more than 20 Korea-born players have experiences of playing in MLB and NPB. Furthermore, KBO allowed players to hire sport agents legally for the first time in 2018 of which opened the door to give little bargaining power to clubs. Therefore, the total amounts of players' salaries in all 10 clubs started skyrocketing and it is worth to look at if the clubs are paying the fair market value to the players. Purpose and Background Like in other industries, it is extremely important to understand the context of a valuation in sport industry for its intangible benefits (Owen, 2006). As the total amounts of salaries paid to baseball players were close to US\$200 total in 2018, baseball clubs have become more eager to obtain the very sophisticated and elaborate salary-determining

model. The fair market value can be easily disguised and distorted due to the unique nature of sport league (Mason, 1999) (i.e., monopolistic competition, existence of sport agents, free agency system, international players, negotiation skills, draft system, and so on). Professional baseball players make more earnings than average person does. Scully (1974) explained it was because of the law of supply and demand. In other words, baseball players are so rare that they tend to make very high salaries compared to other professions. He also asserted that talented athletes would improve other sources of revenues for the clubs such as ticket sales, TV and/or radio ratings and shares, merchandise and concession sales, and even parking lot sales. However, there is a no world-agreed upon model to properly estimate the fair market value of baseball players in Korea. This is a follow-up study from our past year of work (Park, Kwon, & Jeon, 2018). We wanted to test our salary-determining model if it works properly as we expect and thus we can be able to expand our steps to the next level. Design and Implementation The main purpose of this current study is two-fold. Firstly, it is to test if our salary-determining model works properly (hitters only). Secondly, it is to identify the winners and losers in paying salaries from 1997 to 2018 and thus to provide the meaningful advices and suggestions to the managers and operators in the clubs. Performance data and information of a total of 889 players who qualified the minimum at bats requirement from 1997 to 2018 were only used for data analysis. The Proposed model is as follows. Estimated salary = Years of Experiences \* 921.5 + FA (free agent) \* 53528.9 + PHI (Power Hitter Index) \* 7313 + CHI (Contact Hitter Index) \* 2197.3 + 5893.6. Findings and Discussion. The results of the current study are as follows. First, the gap between paid salaries and estimated market value of players has been rapidly increased since 2010 season. It is because of (1) limited supply of talents in the KBO league, (2) fierce competition among clubs, and (3) introduction of free agency system. Secondly, all the clubs were on the same page in starting to pay more salaries than their estimated fair market value since 2010. It is assumed that they believed more expenditure on player salaries would help win more games and eventually championship title. Lastly, 'winner's curse' appeared recently in the KBO league. For example, Dae-Ho Lee made an FA deal with Lotte Giants at around US\$12 million for four years and Hyung-Woo Choi also signed an FA contract with Kia Tigers at US\$10 million for four years. Such recent big-time FA deals significantly attributed to widening the gap between paid salaries and estimated fair market value. However, most clubs were not successful to achieve their goals and objectives of winning championship title and/or maximizing their net profits. We strongly believe that this current study can contribute to the foundations of fair market value of athletes in sport industry.

## **SOCCER INDUSTRY: COMMERCIALIZATION OF PROFESSIONAL PLAYERS**

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Nowadays, soccer is the best known and practiced sport activity in the whole world. This can have different causes, one of which is the influence of professional football and its dissemination through the media; what makes its move large amounts of economic resources in sponsorships, merchandise, transmission rights and in a very particular way the commercialization of professional players; this being the theme that is developed in the present paper. Objective. The objective of this paper is to present the most relevant data in the commercialization of professional players within the football industry. Review of literature. Robertson & Giulianotti (2006) mention that soccer had its early development in Great Britain in the 19th century, and was mainly playing in the most prestigious Universities in the country, thus giving it an Elite sport. During the last 25 years, FIFA has managed to extend its field of influence to the whole world, not only in the sports field but also in other sectors of our society, such as the commercial and the political. Soccer, in more than one facet, has spread in whole regions and among people. With more than 200 million active players, football has become one of the newest leisure industries, opening new markets in the world not only for FIFA but for the rest of the nations (Federation International of Football Association, 2015). Sports companies produce an indivisible output of the separate processes of two or more companies. It means, the product of a professional sports activity, in many cases, is not only the game but also the sports competition or the championship. Therefore, the company or team cannot produce income or generate profits in isolation, but must have the cooperation to "produce" the game and other industries to gain the championship and external effects (Rodriguez, 2012). Soccer, is an inexhaustible source of business, everywhere can make money with this sport, television, buy rights of transmissions of games, and Brands buy minimal spaces on the shirts of the famous players to be publicized at a price that could be lower with the long-term gains. Although clubs are not always managed by large multinationals there is always a businessman behind, with the vision of international expansion or the marketing of players or products that reward investors. Soccer has entered the international market with many advantages and tests the existing market models, the international football business, begins to see the return on investment of a few years ago, and generate an excessive growth, only for those who want to play according to the rules already established by the big clubs. Method. A longitudinal,

descriptive and comparative study is presented on the commercialization of soccer players in 60 national and foreign teams, specifically of 876 players during the 2009–2014 seasons of the MX league. As an inclusion criterion, the professional teams that participate in MX League and those that had a link in buying or selling players were considered; As well as the players who were bought or sold during the period 2009 to 2014, those players who were in loan quality were not considered. The information of the five seasons was obtained from the page specialized in tracking the transfers of players in the main leagues of the world. The data were analyzed by means of the statistical program SPSS v.23. Results. The results show that during the analyzed seasons, there was a higher buying (54.6%) of players, compared to the selling (45.4%) of them, the most bought players were of Argentine nationality and Chile appears in 6th place. The 2013–2014 season was the one that had more operation with a total of 30% of the total operations, being the Pachuca team that sold the most in the period studied and the UANL Tigers the one that bought the most professional players. Conclusions. It can be concluded that through the transfer of players, Mexico has become a global market for the commercialization of professional players, and the national clubs invest millions in amounts to get a line-up of players that allows them to win the league championship.

## **LA INFLUENCIA DE LOS RESULTADOS DEPORTIVOS EN EL VALOR DE LAS ACCIONES DE LOS CLUBES DE FÚTBOL PROFESIONAL (THE INFLUENCE OF SPORT SCORES ON THE VALUE OF PROFESSIONAL SOCCER CLUB SHARES)**

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Szymanski & Kuypers (1999) demostraron que los ingresos de los equipos ingleses son determinados por la posición en la que se encuentran en la liga. Bernile & Lyandres (2008) encontraron que los ganadores de los juegos de las Copas Europeas tienen un efecto positivo sobre los retornos sobre los activos de los clubes. Barajas et al. (2007) mostraron que el éxito deportivo de los clubes de fútbol español tiene un efecto positivo en los ingresos del club. Asimismo, Pinnuck & Potter (2006) encontraron que los ingresos de marketing, patrocinio, afiliación y entradas de los clubes de fútbol australiano tienen una relación positiva con los resultados deportivos. El presente artículo buscará encontrar si existe relación entre los resultados deportivos de los equipos de fútbol y la variación de los precios de sus acciones. Para ello, se analizarán a los equipos de fútbol de Europa que cotizan en la bolsa de valores y tienen acciones líquidas, es decir, que se cotizan y venden frecuentemente. El estudio busca demostrar el efecto que producen los resultados deportivos (ganar, empatar o perder) en el valor de las

acciones cotizadas en bolsa, de forma que puedan encontrar en la emisión de acciones una buena alternativa de financiación, que se base en una buena campaña deportiva. En resumen, esta investigación ayudará a definir el grado de incidencia de los resultados deportivos en el valor de las acciones, para que, de esta manera, los gerentes de los clubes de fútbol profesional, tanto locales como de la región, puedan tomar en cuenta los datos y conclusiones obtenidas.

Revisión de Literatura Como se ha visto anteriormente, el valor de las acciones es influenciado por diversos factores, como lo son principalmente: factores económicos, factores relacionados con el mercado y factores específicos de la empresa. En el caso de los equipos de fútbol que cotizan en bolsa, al ser empresas como las otras que también cotizan en bolsa, los precios de sus acciones se ven igualmente influenciados por este tipo de factores. Pero a diferencia de las empresas que no son equipos de fútbol y cotizan en la bolsa, su actividad principal no es producir, comercializar o brindar algún tipo de bien o servicio. Se puede detallar que los factores específicos de la empresa son lo que tienen una mayor incidencia en el valor de las acciones. Por ello, los resultados deportivos al ser el aspecto más importante y visible de los equipos de fútbol, hacen que los inversores se generen expectativas en base a ellas y, consecuentemente, influyen en el valor de la acción. Diversos estudios empíricos han establecido la relación entre los resultados deportivos y el valor de las acciones. Por ejemplo, en el estudio "Los efectos de los resultados de fútbol en el valor de las acciones de un Club" (2010) desarrollado por Bell et al., se consideraron 19 equipos ingleses durante la temporada 2000/01 y 2007/08. Se halló que, para los equipos analizados, la influencia de los resultados deportivos en las variaciones de los precios es muy pequeña. Por otro lado, en el estudio "Atención a la información, sentimiento del inversionista y retorno de acciones: El Caso de las Apuestas de Fútbol Británico" desarrollado por Palomino et al. (2009) se trató sobre la influencia de la información relevante y el sentimiento del inversor en el valor de las acciones de 16 clubes de fútbol británico durante las 3 temporadas en el periodo 1999-2002, incluyendo juegos de liga y juegos de copas nacionales, encuentran también soporte para esta relación. Asimismo, concluyen que los mercados son muy rápidos en el procesamiento de buenas noticias sobre los resultados del juego (la mayor parte del impacto de una victoria se incorpora en el precio de las acciones durante el primer día de negociación) y un poco más lento en la incorporación de las malas noticias (derrotas). En el primer día de negociación después de un partido, observaron importantes aumentos de volumen de acciones. Mientras que los cambios en los valores semanales representados por los retornos anormales podrían justificarse por el potencial cambio en los flujos de efectivo descontados, encontrando evidencia de reacción de los inversionistas tras los

resultados de los juegos. Método El diseño de esta investigación será no experimental y transversal. Para este trabajo se tendrá como variable independiente a los resultados deportivos y la variable dependiente será el valor de las acciones más líquidas de los equipos de fútbol que componen el índice STOXX Europe Football. La población objetivo para esta investigación comprende a todos los equipos de fútbol profesional que componen el índice STOXX Europe Football (23 equipos), del cual se han identificado a los equipos de fútbol profesional con las acciones más líquidas que componen este índice, considerándolos como la muestra. El tamaño de la muestra para esta investigación será de 15 equipos de fútbol, los cuales corresponden a los equipos que cuentan con las acciones más líquidas que componen el índice STOXX Europe Football. Bell & Brooks (2011) proponen en su trabajo el siguiente modelo en el que se utiliza la metodología de coeficientes de regresión, con el fin de determinar el retorno de las acciones mediante variables, que en estos modelos resultan ser los resultados deportivos tanto para partidos nacionales e internacionales (victoria, empate y derrota). El modelo empleado es el siguiente:  $R_{i,t} = \alpha + \beta_1 R_{m,t} + X_1 \beta_1 + X_2 \beta_2 + \epsilon_i$  En este modelo  $R_{i,t}$  es el retorno para el equipo  $i$  en el día  $t$ .  $R_{m,t}$  es el retorno del mercado para el día  $t$ .  $X_1$  es una variable que toma el valor 1 al día siguiente de cada juego si es que el equipo gana.  $X_2$  es una variable que toma el valor 1 al día siguiente de cada juego si es que el equipo empata y por último ambas toman el valor 0, al día siguiente de cada juego, si es que el equipo pierde,  $\epsilon_i$  es el error del modelo, posee un valor esperado de 0 y su varianza es constante.

Resultados El estudio determinó que los resultados deportivos (victoria, empate o derrota) afectan en las cotizaciones de las acciones de los equipos de fútbol profesional.

## TAX INCREMENT FINANCING IN MAJOR LEAGUE FACILITIES

**Robert Sroka**

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This article takes inventory of tax increment financing (TIF) use in major league stadium and arena related projects, with the intention of setting a basis for a new theory on the use of TIF in the professional sports facility context. TIF is one of the most widely used instruments of local economic development in the United States, and a growing phenomenon in certain Canadian provinces. TIF involves designating a geographic area within a taxing jurisdiction where a revenue baseline is established. Revenue below the baseline will continue to flow as before, but new "incremental" revenues are retained and spent within the geographic zone for a period determined by statute. Historically intended to alleviate blight and to spur urban redevelopment that "but-for" the TIF

subsidy would not have happened as quickly, TIF has expanded to being a one-stop development solution, due in large part to its political saleability as self-financing. While much has been written on TIF in general, little touches the sports facility context, despite these projects representing some of the largest and riskiest TIF uses around. Likewise, although there is a vibrant literature on public funding of professional sports stadia, there is almost no focused coverage of TIF as a means of public financing these facilities. Accordingly, this paper seeks to contribute to the closing of both research gaps. For each 2018 facility in the five North American major leagues (MLB, MLS, NBA, NFL, NHL), I collected data on TIF contributions to direct facility capital costs as well as to projects using TIF related to facility development. Neighborhoods surrounding a facility were also assessed for the presence of a TIF district. With both the direct and ancillary elements, data was collected from a variety of government, media, and academic sources. I find that both direct TIF use in facility construction and renovation, as well as ancillary TIF districts intended to spur real estate development around those facilities, were most common and most financially significant in arenas and soccer-specific MLS stadiums. Where TIF is present, these facilities generally have lower capital costs relative to baseball and football stadiums, and TIF is often able to fill a negotiation gap between public and private parties on a relatively more substantial level. Similarly, TIF utilizing arenas and soccer-specific stadiums are frequently tied to master-planned neighborhood development projects. This relationship between the subsidy and the creation of directly related real estate value aligns with the benefit principle in taxation theory. These outcomes will inform the goalposts for a subsequent theory refinement exercise.

## THINKING STRATEGICALLY ABOUT FRENCH PROFESSIONAL FOOTBALL CLUBS

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This paper analyzes the paradoxical attractivity of French soccer clubs for investors. Despite recurrent deficits (Terrien, Scelles, Morrow, Maltese, & Durand, 2017), the economic value of professional football clubs increases and it is getting more and more expensive to buy one. Some academics focus on estimating this value (e.g. Scelles, Helleu, Durand, & Bonnal, 2014). Others discuss the impact of the new investors on the profitability of clubs or on the competitive balance of the league (e.g. Terrien, Scelles, & Durand, 2016). There are also some case studies which explain the role of a football team in developing the soft power of a country (e.g. Brannagan & Giulianotti, 2015). However, few studies try to explain why it is of interest to buy a company which has a low probability of becoming a profitable asset (Terrien et al., 2017). To our

knowledge, Mauws, Mason and Foster (2003) have provided the only paper which systematically analyzes the attractiveness of the professional sports industry. Based on the resource-based view, they pointed out that investors are not attracted by North-American professional sport clubs in themselves, but for broader corporate strategies. Is this result generalized in the European context? If so, how can we explain the revival of the attractiveness of French football clubs after some changes in their environment? It is necessary to clarify that this paper focuses on private investors where political motivations cannot be suggested to explain the purchase of a professional soccer club. Therefore, investors coming from countries where the political system plays an important role in controlling direct foreign investments (e.g. Qatar or China) are not taken into account in this paper. The professional soccer clubs should do their utmost to satisfy their various stakeholders. This demanding context may imply institutional pressures on those organizations (Senaux, 2011) leading the executives to use hypocrisy (Brunsson, 1989). To avoid this issue, snowball sampling was employed to compose the panel of experts (Sadler, Lee, Lim, & Fullerton, 2010). This method allows contact with a hard-to-reach target group: shareholders and/or executive managers of French professional soccer clubs, a former president of the French professional soccer clubs union, senior managers of the auditing body of the soccer business in France (the DNCG) and a senior manager of a merchant bank involved in the purchase of professional soccer clubs among others. Hence, 18 semi-structured interviews were performed. Our results suggest a recent trend of motivation of investors for the French soccer business. A few years ago, the conclusion of Mauws et al. (2003) would have been generalizable to the European context. It seems it is no longer useful. A new breed of private investors is identified in this paper. Whereas Mauws et al. found that external factors imply that the professional sport industry has become less attractive, our results point out that the Porter five-forces model would still be interesting for the soccer business in France. At least, environmental factors are put forward by the respondents. However, some of them remain skeptical about the prospects of future profits in this industry. The increase of the audiovisual rights for French football clubs may fuel an arms race on the players' labor market. This vicious circle was observed during the previous increase of the audiovisual rights (Andreff, 2011). Therefore, the likelihood that the profitability of the football business will become higher remains low. Therefore, the theoretical concepts advanced by Mauws et al. do not ensure understanding of the paradoxical attractivity of French soccer clubs for investors. Given that most of the new buyers borrow from investment funds, our paper points out alternative explanations. Looking at lenders, purchasing a professional soccer club is a way to add a specific asset to a financial portfolio, with a



high level of risk. Looking at borrowers, hubris is another explanation that may explain their investment. By ignoring the peculiar economics of professional sports, those successful investors in other lines of business may think themselves able to outsmart this market, and they then become victims of the Icarus paradox (Miller, 1992). The paper concludes by discussing the effect of this new breed of private investors on the integrity of sport competitions. It also suggests, in line with the respondents, that borrowers may also benefit illegally from moral hazards (e.g., kickbacks on the players' labor market).

### **A RESEARCH ON THE EVOLUTIONARY GAME THEORY MODEL OF BUSINESS REPUTATION-ORIENTED PURCHASE OF PUBLIC SPORTS SERVICES FROM GOVERNMENT**

**Yannian Wu**

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This paper adopts business reputation mechanism to construct a game theory model to buy public sports services and analyze the influence of business reputation to sports social organization and government behavior. The result shows that without the intervention of business reputation mechanism and when the government supervision's effectiveness is not cost-effective and that of the lack of penalty of lease tendering from social organizations, social sports organization tend to choose low quality public sports services. However, with the presence of business reputation mechanism, with the maturity of business reputation, it can effectively enhance the awareness of

social sports organization to offer high quality sports services.

### **EMPIRICAL RESEARCH ON THE CAPITAL STRUCTURE SUSTAINABLE GROWTH MODEL OF THE CHINESE PROFESSIONAL FOOTBALL**

**Shufen Li**

*Jinan University, China*

Sustainable growth is the critical backstop for the Chinese Professional Football to realize its successful reform. Based on the Sustainable Steady-growth Model of James VanHorne and takes the Chinese Professional Football listed companies, used some statistic methods like T value inspection and Wilcoxon signed ranks test according to the practice situation of the Capital Structure of the CSL. The results showed that the actual growth rate is greater than the sustainable growth rate, the investment of the Chinese Professional Football listed companies unrealized sustainable growth. Finally, through the regression analysis, the article drew the conclusion that the right multiple and the earnings remain rate contribute mainly to the rapid growth. The article drew the conclusion that the right multiple and the earnings remain rate contribute mainly to the rapid growth of the investment of Chinese Professional Football listed companies. Learn from the Using European football administration management experience and the managing strategy of the CSL. In the meantime, it proposes some corresponding financial management strategies to provide theoretical reference for the investors, manager even the relevant government department.

## **SPORT INDUSTRY SEGMENTS – MOTOR SPORTS, WATER SPORTS, AND ALL OTHERS – IN THE GLOBAL BUSINESS MARKETPLACE**

### **NARCO-FUTBOL: THE INTEGRATION OF DRUG CARTELS INTO FOOTBALL CLUBS.**

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The majority of academic research around corruption in sport has focused on issues such as match fixing, organised crime, fraud, and bribery (Kihl, Skinner, & Engelberg, 2017), however a knowledge gap exists that examines the link of sport to criminal networks specifically related to drug trafficking. Corruption in sport can be analysed from a criminological perspective (Kihl, 2018), with the study of the relationship between organised crime and sport now emerging (Antonopoulos, 2015; Hill, 2010; Paoli & Donati, 2014) as it allows for an understanding of how sport can be

mobilised to support criminal behaviour (Armstrong & Hodges-Ramon, 2015). Colombia, the world's top cocaine producer, infamous for drug wars but renowned for outstanding football talent, can serve as a case study of money laundering via the illegal drug trade. Football in Colombia remains detached from the national regulatory authorities, making it the ideal ground for illicit activities of drug lords who launder money into football clubs. Football officials with links to drug barons offer money laundering mechanisms for buying players through foreign, often Caribbean, fraudulent bank accounts. The aim of this research is to investigate the influence of drug cartels on the evolution of the Colombian football league's business model and the implications for the way football is managed in Colombia. This paper will provide the first step to achieving this aim by mapping how drug cartels have been integrated into football clubs. Understanding

the existing connection between drug cartels and football clubs in Colombia, will enable researchers to explore new grounds in understanding how a specific type of corruption (i.e., money laundering) occurs in sport. A criminal network analysis (CNA) will be used to present the links between Colombian football organisations and drug trafficking cartels, in doing so, it will outline structural relationships and information flows that exist between Colombian football organisations and drug cartels. The CNA will provide the tool to map and graphically present the connections that exist between football officials and drug cartels. Data collection is currently ongoing and involves the content analysis of documents, these documents include: newspaper articles, government reports and legal documents. Semi-structured interviews will be conducted with former football officials, journalists, fans and individuals with first-hand knowledge of Colombian drug cartels. Interviews will provide new knowledge on criminal behaviour in sport and provide a greater insight into how the Colombian phenomenon of 'Narco-futbol' has evolved from the 1980s. It is anticipated that the results will highlight how drug cartels have become integrated into Colombian football clubs and present challenges for combatting corruption through sport. The study provides the basis for future research to explore the relationship between drug cartels and football clubs in other Latin American countries. It can contribute significantly to extending knowledge on unconventional money laundering practices through sport organisations. Furthermore, the exploration of existing links can serve as a case study for pursuing drug related investigations for national and international security institutions.

## **ANALYSIS OF THE STATUS OF SWIMMING AND PREVENTIVE FACTORS OF THE TEHRAN CITIZENS IN SWIMMING SPORT**

**Sara Keshkar, Gholam Ali Kargar, Mohammad Hosein Ghorbani**

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It is important to enable a person to engage in physical and sports activities for their development, since it provides the possibility for physical and psychological benefits such as improving fitness, motor coordination, overall health, self-esteem and quality of life. Braga et al., (2011). Swimming sport is one of the sports fields that has been emphasized by physicians, psychologists, sociologists and sports technicians due to its positive effects on physical, mental and lifestyle health (Nulenim et al., 2012; Tobar et al., 2018; Bayat et al., 2016). it is very important to identify and investigate the preventive factors in any sport. In the development of sport, the significance of various influential factors and the comparison of these factors with each other is very important. According to this paper, this research seeks to answer the question of what the situation of

Tehran citizens is in swimming sport and what factors prevent Tehran citizens from participating in swimming sports. review of literature: In the review of literature of the research, Ghahreman Tobrizi et al. (2018) examined barriers and prioritized them for the development of swimming sport in Kerman province. The results of their research showed that factors such as the importance of swimming in schools, the lack of effective planners and lack of proper planning at the boardroom, lack of support for financial support in swimming sport, lack of media support in promoting swimming sports and the lack of standard pools of practice and competition was an important obstacle to the development and development of swimming in Kerman province. Also, among the six factors, management and planning barriers are considered as the main obstacle to the development and development of swimming. Research method. The research method was Mixed. The research community was a qualitative method of 12 sports management specialists, experienced swimming pool managers, experienced coaches and saviors, experienced athletes, and planners of swimming federation and survey research section, users of Tehran's swimming pools with sample population 1,600 people were selected for four zones of northwest and northeast, southwest and southeast. They were selected using stepwise cluster sampling from swimming pools in 22 areas of Tehran. The instrument was a semi-structured questionnaire for the qualitative section and a researcher-made questionnaire for the quantitative section that was used after assurance of validity and reliability. Methods of analysis in the qualitative section, Wolcott's theatrical analysis method, and in the quantitative method of prioritization tests and comparative tests. Results. The first result of the research in response to the question of how the assessment was that the vast majority of interviewees assessed the status of the swimming field from the point of view of the possibility of using the majority of the community and therefore the next question was that the reasons for not having the status of the swimming in It was found that the interviewees were asked, and the encoding of the responses presented ultimately referred to the factors of management problems, privatization problems, financial problems of athletes, marketing problems and lack of infrastructure. There was a significant difference between the opinions of people with different education about the role of interpersonal factors in participating in swimming sport in Tehran. There was no significant difference between individuals with different marital status in relation to none of the factors preventing their participation in swimming sport in Tehran. There were no significant differences between the views of people with different children in relation to the inhibitory factors of participation in swimming sport in Tehran. There was a significant difference between people with different occupational status in relation to preventive factors in participating in

swimming sport in Tehran. There was a significant difference between the viewpoints of people living in different regions of Tehran regarding the factors preventing participation in swimming sport in Tehran. Discussion. Management issues mentioned in the status indicate the use of inexperienced managers who do not have a specific program to publicize the swimming field, or if there is an application, but not implemented, and these managers are more concerned with becoming more or less commonplace. They tend to turn the pool into a private sector, which in turn has an impact on increasing the cost of exploiting pools. Regarding the problems of swimming privatization, it means that when the pool is transferred to the private sector, the pool costs will increase, which will lead to a decrease in the number of swimmers. Regarding the financial problems of athletes, they refer to the unfavorable financial situation of elite athletes who are having difficulty meeting their minimum requirements. The lack of infrastructure, which was presented as another factor in the analysis of the unfavorable flood situation, points to pool shortages, lack of community access, lack of equipment and expert staffing.

#### **INVESTIGATING THE PREVENTIVE FACTORS OF THE PUBLICIZED OF THE FIELD OF SWIMMING AND THE PRESENTATION OF THE SOLUTION**

**Sara Keshkar, Akbar Farid Fathi, Mohammad Hosein Ghorbani**

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Sport as a strategic and sport for all as a cheap and low-cost means can solve the problem of movement of people's poverty in a desirable way (Momtazbakhsh, 2008). Swimming is one of the most useful sports that has a beneficial effect on the physical health of humans, so that improving blood pressure and heart function (Nulenim et al., 2012) to prevent heart muscle loss (Tobar et al., 2018) and many effects has another positive. sport barriers can be equally effective for different individuals, but different attributes, however, affect the amount of sport. This research attempts to answer this question, which factors limit the publicized of swimming sport in the Iran and especially in its capital, and how it can be made public in the Iran. Review of literature. Various researches have been conducted around the issue of investigating the barriers to the participation of community members in sport activities and despite the attention that these studies have had on various sports activities, there has been little research on any sport, including swimming and the factors preventing people from participating in swimming. In this regard, Robinson (2008) presented a paper titled "Keeping swimmers swimming: The capacity of swimming clubs". He conducted this research to identify barriers to increasing the number of swimmers in the UK. The results of this study showed that physical constraints are the main barriers to

increasing capacity in swimming clubs. Also, the lack of time, or in other words, the lack of suitable time and high cost of pools create limitations to increase the capacity of clubs. He also mentions the lack of qualified experts and coaches for the important reasons behind the low participation of children and adolescents in swimming clubs. Research method. Combined research method was using interviewing methods and applying Wolcott's thematic analysis, Delphi method and scrolling questionnaire. The research community was the qualitative method of 12 sports management specialists, experienced swimming pool managers, experienced coaches and saviors, experienced athletes, and planners of the swimming federation and in the scouting section, users of Tehran's swimming pools ( $100000 \geq N$ ) with a sample population of 1600 people for four northwest and northeast, southwest, and southeast regions were selected using stepwise cluster sampling from swimming pools in 22 areas of Tehran. In the Delphi method, 30 sports management specialists, experienced swimming pool managers, experienced coaches and saviors, experienced athletes, and swimming federation planners participated in three stages in completing and prioritizing the factors. The instrument was a semi-structured questionnaire for the qualitative section and a researcher-made questionnaire for the quantitative section that was used after assurance of validity and reliability. Analytical methods in the qualitative section, the Wolcott's thematic analysis method and in the quantitative method Kolmogorov-Smirnov tests were used to verify the normal distribution of the data, single-sample t-test. Results. The results of one-sample T-test to examine the role of structural factors, interpersonal factors and individual factors in the publicized of swimming sport showed that, according to the results, interpersonal factors play a significant role in participation of people in swimming sport in Tehran ( $0.01 = p, 19/3 = t$ ). Structural factors also play a significant role in this regard ( $p = 0.01, t = 21.98$ ). However, individual factors in the participation of people in swimming sport in Tehran do not play a significant role. The results of the study showed that the preventive factors of swimming publicized include economic problems, inefficient management, and lack of infrastructure. The swimming pool generalization approach includes economic planning, justice-centered planning, resource management, marketing and communications. Discussion: The results of the evaluation of the preventive factors of swimming publicized showed that one of the preventive of the publicized of the field of swimming is economic problems. The costly use of swimming pools, especially in the swimming training section is an important deterrent to low-income people in their sports activities. In order to provide a comprehensive approach to swimming, the need for economic planning in the field of swimming was one of the important strategies emphasized by the interviewees.

Another strategy emphasized for the publicized of the field of swimming is the development of an inclusive program focusing on distributive justice in allocating and exploiting resources and assets in accordance with the conditions of each of the cities of the country. Another approach to marketing and communication in this field is that the most important way in this strategy is to link the two sides of the federation, pools and other related centers through public relations activities and information to the people.

## RESEARCH ON THE INTEGRATED DEVELOPMENT MODEL OF ICE AND SNOW INDUSTRY AND TOURISM INDUSTRY IN CHINA

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As Chinese society stepped into the decisive stage of building a well-off society in an all-round way, the diverse sports demand of the people is growing, and the consumption pattern begins to shift from physical consumption to participatory consumption. The ice and snow industry with dual attributes of outdoor fitness and tourism and leisure faces significant development opportunity. This paper starts from the perspective of industrial analysis, try to analyze the common characteristics of ice and snow industry and tourism industry, finds the mode of integration. Based on the basic elements of ice and snow market development, explores the integration of ice and snow industry and tourism industry with the help of tourism industry development theory. The model aims to provide reference and guidance for the future development model of the ice and snow industry in China. In the literature review section, there is a substantial amount of research both on Ice and Snow Industry and Tourism Industry, the author focuses on how to explore the relevant literature on industrial integration from the perspective of industry chain. Also focusing on the relevant policies of the Chinese government which encourage industrial integration in recent years (please see reference 1–3). Due to the word limit, it will not be described in detail here. Discussion. There are many scholars discuss the definition of the ice and snow industry and the concept of tourism industry, However, the boundary of the industry is vague and quite difficult to define. Therefore, people often use the industrial value chain to analyze the characteristics of the industry. We define that clusters of goods and services provided by similar activities in the value chain of the same or related companies shall constitute the industry. A value chain consisting of all activities in the same industry with a continuous value-added relationship which can be called an industrial value chain. The industrial value chain can be composed of several product chains. The more complete the product chain is, the longer the industrial value chain will be.

Because of the difference in the composition of the industrial value chain, which also changes the composition of different industries, the interrelationships between enterprises activities, and determines the characteristics of the industry. According to the industry analysis method, we analyze the characteristics of the ice and snow industry and the tourism industry from the perspective of industrial value chain as shown in Table 1. Table 1 Analysis of the characteristics of ice and snow industry and tourism industry from the perspective of industrial value chain

Enterprise basic value operation	Review angle
Characteristics of the ice and snow industry	Characteristics of the tourism industry
Characteristics of the tourism industry	From the perspective of production and management
Product content has spatial dependence	Product content depend on time, space and has a strong regional characteristics
Emphasis on the multi-directional expansion of the industrial system with ice and snow sports as the carrier and participation	Comprehensive borderless industry
From a marketing perspective	Contains huge and diversified sports consumption needs
Meet the diverse needs of consumers and emphasize the differentiated of industries	Enterprise auxiliary value operation
From the perspective of technology development and soft factor driving	Emphasis on the extension and creativity of industry
Build regional brand, Internet + Soft factor driving	High integration

Through analysis, we find that the ice and snow industry and the tourism industry have many similar industrial characteristics. In the process of developing the ice and snow industry, we must integrate two industries, based on the basic development factors of the ice and snow industry, and use the existing development experience of the tourism industry to create a harmonious development model of the two industries, in order to promote the sustainable development of the ice and snow industry. Figure 1 Integration development model

From the characteristics of the ice and snow industry and the tourism industry, the two have the following in common: they both belong to the experience economy and their development needs to gather soft elements: the ice and snow industry is the content industry while the tourism is the container-oriented industry, the two have strong complementarity; the ice and snow industry has strong extension capabilities, while the tourism industry is also inclusive, and they both have the potential to create new value chains. Therefore, the basic elements of the integration of ice and snow industry and tourism industry are “experience demand, resource sharing, complementary and industrial chain extension”. Starting from the four basic elements of industrial integration, China need to focus on the following strategy. Expands the sports population to create market consumption demand; integrates characteristic tourism resources to create sports tourism brands; integrates cultural media tourism industry to supplement the ice and snow industry to

enhance its competitiveness; development of ice and snow tourism projects combined with corporate capital under the guidance of the government. In this way we can construct a model for the integration of ice and snow industry and tourism industry. During the process of integration, we should also fully consider the new environment of the “Internet +” industry and the actual actors: the government and enterprises. The government is the maker of industrial development policies and the provider of infrastructure. The regional brand building and investment promotion projects promoted by the government are an indispensable driving force for industrial development. Industrial development is also inseparable from the market operation and innovation of enterprises. Encourage government and enterprises to use the Internet and media technology to promote the integration of ice and snow and the tourism industry.

## THE MANAGEMENT OF THE NEW SOCCER ARENAS IN BRAZIL: A STUDY OF SÃO PAULO AND PORTO ALEGRE’S INSTALLATIONS

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It was the time when the stadiums in Brazil served only to host soccer matches. As one of its legacies, the 2014 FIFA World Cup stimulated the development of the “new arenas”, designed as truly sports show and for the most diverse entertainment activities (Rocco Júnior & Mazzei, 2018). Considering that these facilities can be a competitive factor to the financial and sporting success of the football clubs, it is understood that those business models must be studied considering their sport, entertainment and financial perspectives. Thus, this research has the objective of identify, since 2014, how Arena Beira-Rio, Arena do Grêmio (both Porto-Alegre), Arena Corinthians e Allianz Parque (both São Paulo) contribute to their respective club’s management. Review of literature: For Cardia (2014), the arena management involves a series of processes and variables that can provide great returns, both in the economic scope and in the sporting results. Also promotes the development of the cities, the brand value (in this case, of the football clubs), bring investors, new consumers to generate large financial revenues, besides their potential for sporting success determinant factor (Gold & Gold, 2011). On the other hand, their construction must be thought very carefully. For this enterprise to be sustainable, both financially and socially, it is necessary that some requirements are planned in a rational way, mainly on the financing of the installation (Rocco Júnior & Mazzei, 2018). By the other way, although the period of mega-events in Brazil has been seen as an opportunity for growth of the sport management, (including football, organizations and championships) there is still a lack of professionalism, transparency and discontinuity in

good initiatives designed or implemented, beyond lack of strategic vision, inefficiency, irresponsibility (Mazzei & Rocco Júnior, 2017). Regarding the profitability of football stadiums and arenas, there is not an ideal model for the financing and management of these. However, there must be besides favorable external factors, competent and quality management so that the business plan has economic-financial viability (Cardia, 2014). Research method: it is a descriptive research, identifying information, find the positive and negative points related to the arena’s management in Brazil, specifically Beira-Rio, Grêmio, Corinthians e Allianz Parque. These arenas were chosen because in each city, one of them had been built to the 2014 FIFA World Cup whereas the other didn’t. Through research on official club documents, statute, financial demonstrative, Transparency Portal of the World Cup, news and specific media vehicles were used as data information. It was identified: the type and origin of the financing, the amount spent; the cost per seat (all based on 2014 values); business model (that is, the way resources are managed; for this, will be analyzed the responsible management group and sources of revenue); the importance of the ticket selling for the club’s revenue that use each arena. Results: Until the present moment, were collected the financial and business model of the four arenas. Analyzing the first topic, it was separated in financing amount, cost per seat and financial provenance, still for the business model, it was separated in payment method and income sources, all respectively: Allianz Parque: US\$ 173.530.000,00; R\$ 3925,78; WTorre S/A; the financier has the rights for use of the arena during the days where there is no Sociedade Esportiva Palmeiras’s games with a profit share for the club of 20% of gross revenue from space leasing and 5% of what is billed with services, plus 5% of reajust on both every 5 years, during 30 years. Arena Corinthians: US\$ 303.000.000,00; US\$ 6.167,37; BNDES and CIDs; Sport Club Corinthians Paulista will pay, with all financial expenses, R\$ 1,79 billion and have the total exploitation of its stadium. Arena Beira-Rio: US\$ 87.080.000,00; R\$ 1741,67; BNDES and Brio; as payment method Internacional allows Brio group to explore the relative revenues of 184 Cabins e Sky Boxes, 5.000 VIP seats, 6.000 m<sup>2</sup> of commercial area for lease, 3.000 parking lots, shows and events during 20 years; Sport Club Internacional still has the rights over game day ticket selling and 2.100 parking lots. Arena Grêmio: US\$ 158.330.000,00; US\$ 2.615,15; OAS (55%) and Grêmio (45%); Grêmio Foot-Ball Porto Alegrense will pay US\$ 101.330.000,00 in 19 years. In the first 7 years the club will pay US\$ 44.330.000,00 (US\$ 527.780,00 monthly paid), to quit the loan with BNDES. For the next 12 following years, the payment will be made for OAS, that will receive US\$ 57.000.240,00 (R\$ 395.835,00 monthly). The club will give away the “Estádio Olímpico” area definitively to OAS. The income of the games realized at the Arena will go to the cash of Arena

Porto-Alegrense (arena manager). Grêmio also pays US\$ 395.835,00 to put their member-partners on the games, gaining over them. Discussion: The discussion is based on the analysis of the positive and negative points of the arena's business model selected by each team, through that we identified strategies that seek the target the buildings to contribute to the competitive success of each "owner" financially and sportily. To have a more qualified conclusion, it's necessary more information that will still be aggregated the research, like the sports results and the financial contribution to the club's budget.

## RESEARCH ON THE HERITAGE LEARNING OF NATIONAL FOLK SPORTING EVENTS UNDER "ONE BELT, ONE ROAD"

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Using the method of documentary, expert interview, case analysis, the methods of on-the-spot investigation method, select the typical case for national folk sports event itself and the surrounding events carried out by the relevant supporting activities related resources, combined with the use of heritage science theories systems analysis, in order to promote the community's concern on the national folk sports events, attention, inheritance and development. The results show that China's national folk sports are important wealth of human society, human intangible heritage, unity of the human oral and intangible heritage of; national folk sports as a tourist destination attraction important goal will be to achieve and culture, the organic integration of social, economic, environmental and political areas such as joint development.

## HOW CAN A GOLF CLUB ENSURE ITS FINANCIAL FUTURE? NEW SERVICE DEVELOPMENT, NEW CORPORATE IDENTITY, AND TRANSITIONS MANAGEMENT

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The initial research question in this grounded theory study is "How can a golf club ensure its financial future?" In 2014, the Bendigo Golf Clubs (BGC) acquired the land once owned by the nearby Eaglehawk Golf Club (EGC) as part of its merger with EGC. Faced with their own financial difficulties, the BGC closed the course and sought to sell the 100-acre property. The property was zoned for farming and was valued at between \$2m and \$2.5m. If the land was rezoned for residential purposes, then the land might attract as much as \$10m from a property developer. Such a sale

would enable the BGC to change its business model. Rather than just being a golf course aimed golfers in the local community, BGC sought to innovate by transforming their golf course into a "destination course", a course capable of attracting non-local golfers. This vision was one of the key strategies used by BGC to persuade the Greater Bendigo City Council (GBCC) to change the location of "urban growth boundaries". However, the GBCC was not persuaded and the land remained zoned as farming. The land was sold for an undisclosed amount, an amount sufficient to extinguish all of the club's debts, but insufficient to fund the course redevelopment work. Research methods This is a single case study of the BGC and their efforts to have the GBCC rezone one of their land assets from farming land to residential land. The study commenced with a grounded theory approach, an approach which facilitates flexible data collection and theory to emerge from the data (Strauss & Corbin, 1998). In the first phase, data was collected relied upon a review of newspaper articles and other secondary sources including annual reports. In the second phase of the research, interviews will be conducted with BGC directors, GBCC councilors and representatives of various GBCC departments and their agencies. Results and Discussion. The first phase generated three distinct themes – innovation (i.e., the BGC business model would evolve from an almost exclusive focus on servicing local golfers to also including non-local golfers), repositioning (i.e., the BGC would portray itself as a golf tourism business) and coalition building (i.e., the BGC sought to acquire community support to influence the GBCC's (re)zoning decision). These themes resonate with three established theoretical concepts – new service development, corporate identity and transition management. New Service Development (NSD) refers to the development of service products which are new to the supplier (Johnes & Storey, 1998). Any changes to the service concept that requires different competencies from the existing operation can be considered a new service (Menor, Tatikond & Sampson, 2002). NSD can include simple improvements through to "new-to-the-world offers" (Johnes & Storey, 1998, p. 196). Industry context is one of the distinctive topics in NSD (Biemans et al., 2016). Services are highly contextual and therefore, Biemans et al. (2016, p. 387) call for more research "into how contextual factors influence development and delivery of new services". The argument for NSD is that same as it is for New Product Development (NPD). Innovation is a "necessity" (Craig & Hart, 1992) and "... among the essential processes for success, survival and renewal of organizations, particularly for firms in either fast-paced or competitive markets" (Brown & Eisenhardt, 1995, p. 344). Corporate identity refers to the distinctive public image that a corporate entity communicates that structures people's engagement with it (Cornelissen et al, 2007). The determinates of corporate identity are the visual identity symbols and other icons and forms

of behaviour that senior managers believe express its character. The dimensions of judgment of corporate identity are stakeholders' understanding and claims about the desired character traits of the organization evoked by the chosen visual identity symbols, icons and distinctive behaviours. Because corporate identity iconography is directed by senior management, the success of the design and communication of these icons is whether or not the actual character perceptions of employees and external stakeholders match the intended description of character (Dowling & Otubanjo, 2011). The traits that define a corporation's identity can include company ethos, activities, quality, market position, location, geographical scope, organisational type, structure, procedures and culture (Balmer, 2008). Corporate identities are informed by history (Ramanantsoa, 1989) and will have been shaped by past strategies (Balmer, 2002). Transitions management refers to a "deliberative process to influence governance activities in such a way that they lead to accelerated change directed towards sustainability ambitions" (Loorbach, 2007). Transition management is "meta-governance: how do we influence, coordinate and bring together actors and their activities so that they reinforce each other to such an extent that they can compete with dominant actors and practices?". Transition management presents an innovative approach towards change and builds on the concepts of adaptive governance, reflexivity, complexity, long-term thinking, multilevel systems, multi-actor collaboration, social learning and network management (Kenis, Bono & Mathijs, 2016). The initial research question of this study asked "How can a golf club ensure its financial future? The results so far suggest that possible answers include new service development, a different corporate identity, and meta/governance (i.e. transitions management).

## ACTORS AND INTERESTS IN THE ESPORT ECO SYSTEM

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During the past years, eSport has become a skyrocketing phenomenon and revenues have more than doubled from 2014 to 2016 to around 463 million USD (Newzoo, 2016). Many non-endemic actors, such as sponsors, media and sport organizations, are investing in this fast growing market. Among them, more than one hundred professional football clubs have become increasingly involved in the business since 2015. Our multidimensional research project aims to shed light into the organisation as well as market opportunities and risks which are based on an engagement in eSports. At the same time, we see the necessity to objectively examine the evolution of

eSport which strongly fascinates the digital natives and want to apply guidance to the analogue sport world for a mutual and constructive discussion about the eSport phenomenon. Based on a stakeholder analysis, key actors within the eSport EcoSystem in Germany have been identified. On basis of both quantitative (e.g. survey among eSports consumers, n = 1.137; July 2016) as well as qualitative (e.g. expert interviews; 2016–2018) approaches, we intend to disclose interest and intentions of core stakeholders who all try to gain their share in this steadily professionalizing market. For the quantitative study, we were interested in finding out if there exists common interest among eSport players to be organized under the umbrella of the German club sport. A second research question focused on the feasibility as well as on the financial challenges of organizing eSports in the German club sport system. For the qualitative part of our research, semi-structured interviews have been conducted with senior officials representing club sport, experts from non-endemic organizations taking the first steps into the eSports market, and last but not least experts from endemic organizations who functioned as pioneers while developing the German eSport environment from scratch. Results of this work in progress focusing on both players and stakeholders of the emerging eSport Ecosystem in Germany will be presented at the conference.

## THE SPORT BUSINESS MANAGEMENT PROFESSOR AND A GLOBAL SPORT BUSINESS MARKETPLACE

### PREPARING SPORT MANAGEMENT STUDENTS FOR A GLOBAL SPORT INDUSTRY: A COMPARISON OF INTERNATIONAL COURSES AND STUDY ABROAD REQUIREMENTS IN SPORT MANAGEMENT CURRICULUMS IN THE UNITED STATES

**David Zinn**

*Misericordia University, United States of America*

Given that multiple studies such as those by LeCrom, Greenhalgh, & Dwyer (2015), Li, MacIntosh, and Bravo (2012), and Ratten (2011), have been published demonstrating that the sport industry has grown increasingly global, especially since 2000, a formal plan of study that includes an international component for students may be necessary. Academic programs in Sport Management that do not include a global element in their required course of studies may result in university administrators and Sport Management educators missing an important opportunity to provide students with the education necessary to compete in the job market and ultimately succeed in the sport industry. However, though 64.1% of Sport Management faculty (n=98) surveyed in a study indicated that they attempt to integrate an international perspective in their class (Li, Kanters, & Ammon, 2002), there has been a relatively small amount of research conducted on providing international study experiences to undergraduate Sport Management students. This shortage of studies on the availability of opportunities for undergraduate students in the United States to learn sport from a global perspective in current Sport Management curriculums makes this review relevant. The purpose of this study is to conduct a quantitative review regarding the number of undergraduate Sport Management curriculums in the United States that require such an international component within their program. This element may include a mandatory study abroad experience or an international sport studies class – or other courses that require students to be exposed to globalization and/or international studies (internationalization at home) – as a part of their pursuit of a Bachelor's degree in Sport Management. However, despite the apparent need for Sport Management graduates with international education, exposure, and experience, the hypothesis of this study is that less than twenty percent of the undergraduate programs in the United States require a study abroad experience or other international studies component beyond foreign language. Significance of Study Due to the increasingly global nature of sport, Sport

Management programs may not be adequately or fully educating students if some exposure to global issues or internationalization is not included in the curriculum. While research has indicated that study abroad/international experiences are beneficial to students and that certain coursework is particularly helpful in preparing students for the job market after graduation, this evaluation of current undergraduate Sport Management programs will help educators and administrators determine if their requirements are providing opportunities for students and future sport practitioners to be exposed to international concepts in sport. These results may also prove to be a helpful tool to those programs that do require international concepts as part of their expectations as they may be able to better market the uniqueness and more thorough nature of their program to prospective students. Results may also highlight the work already being done in this area, or indicate the need for an increased emphasis in Sport Management programs on courses dealing with international issues. As stated by Choi, Kim, and Park (2013), producing “industry-ready sport managers” may be the single most important goal of undergraduate Sport Management programs in the United States. Furthermore, the sport industry is made up of a unique combination of public, private, and voluntary sectors and it operates on a local, national, and international scale (Haan & Sherry, 2012). Other studies such as Appleby and Faure (2015) and Choi, Kim, and Park (2013) have displayed the benefits of attempting to accommodate these developments by including international study or practicum experiences in Sport Management while many more studies including Geyer, Putz, & Misra (2017), DeGraff, Slagter, Larsen, & Ditta (2013), and Kitsantas (2004) have indicated that study abroad experiences have multiple benefits for pre-professionals in any undergraduate major. Therefore, given these facts and the significant increase in both the globalization of sports and the sport industry over the past fifteen years (Li, MacIntosh, & Bravo, 2012), it would be unreasonable and incomplete to overlook the importance of giving sport management students an opportunity to experience international aspects of sport in the curriculum (Choi, Kim, & Park, 2013). Additionally, researchers have concluded that as sport continues to become a global enterprise, developing leaders who can adjust to the growing challenges of leading worldly organizations is a key priority for many sport entities. As globalization in Sport Management expands into the future, it is increasingly critical for managers to have a solid understanding of and a formal exposure to local customs and traditions as well as the different norms of conducting business in countries around the world.



Without such an understanding, the ultimate opportunity for success of a sport manager in a global field will be considerably limited (Franklin, 2010; Jones & Cunningham, 2008). Research Method. This study is being conducted as a quantitative design to determine the number of undergraduate sport management programs in the United States that require an international component to their curriculum. Where available, course catalogs are being retrieved from more than 300 undergraduate programs in the United States to ascertain whether or not a study abroad or an international studies course is required to earn a degree in Sport Management. Multiple reviewers of the course catalogs are being used to ensure reliability of the data being collected. Additionally, the reviewers of this material are all professors and/or instructors of Sport Management programs at the collegiate level, helping to provide content validity to the results being gathered. Results/Discussion of Findings. Results and a subsequent discussion of the findings from this study will be available by July, 2019 as data has been collected and are currently being reviewed.

### **CAREER TRANSITION FROM SPORT MANAGEMENT PROFESSOR TO ADMINISTRATOR: EXPERIENCES AND PERSPECTIVES**

**Karen Danylchuk<sup>1</sup>, James Thoma<sup>2</sup>, James Zhang<sup>3</sup>, Robert Baker<sup>4</sup>, Laurence Chalip<sup>4</sup>**

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Throughout one's sport management academic career, there are often opportunities to move into an administrative role, either within one's own unit or at a more senior Faculty, College, or Central administrative level at one's own or new institution. For many, this transition may provide a refreshing change in the proportion of daily activities devoted to teaching, research, and graduate student supervision, along with opportunities to engage with a variety of new constituents both internal and external to the University. Notwithstanding this change, there may also be adjustments and challenges, such as time constraints and pressures that impact the ability to maintain an active research and teaching agenda (Foster, 2006; Palm, 2006). Similarly, there are inherent challenges returning to the faculty from an administrative role, such as a change in pace, the continuing desire to be in charge, and new relationships with faculty (Griffith, 2006). The purpose of this workshop is twofold. First, through a panel format, it will provide the participant with a variety of perspectives from sport management professors who are currently or have been in administrative positions. Their rationale for accepting an administrative position will be addressed, as well as their experiences and challenges with the adjustments. Further, the transition

back into the professoriate from the administrative position will also be discussed. Second, the audience will have an opportunity to share their personal perspectives and experiences related to the topic through a round table and open discussion format. The intended audience of this workshop is individuals who might consider making the transition into administration, and also current administrators who might consider transitioning away from administration. By attending this workshop, it is anticipated that the participants will gain an appreciation of the transition from the classroom/research lab to the "front office", and the inherent benefits and challenges of such move.

### **MORE THAN MONEYBALL: HOW TO BRING SPORTS ANALYTICS TO THE CLASSROOM**

**N. David Pifer**

*Texas Tech University, United States of America*

Sports analytics, defined as the practice of applying statistical principles to sports data, has become one of the fastest growing areas in the field of modern sport management. Popularized through the Moneyball story and the industry attention it receives each year at the MIT Sloan Sports Analytics Conference, this subject is now being taught in academic departments around the world. Such an inclusion in the broader sport management curriculum has become necessary in light of the global sport industry's increased focus on this area, with most sport organizations now hiring multiple analysts to parse through their data, conduct the appropriate analyses, and communicate results that can provide competitive advantages. Indeed, the availability of big data to teams and companies means that there is a consistent need for experts who can properly analyze this data, and sport management programs are wisely responding to this demand by educating their students on the methods and metrics that are necessary for such analyses. Even so, many of these educational programs remain in their infancy, and little to no research has been published on the experiences of sport management professors developing and teaching sports analytics classes. In an effort to address this gap, this presentation discusses the experiences, findings, and best practices that have been gleaned from a series of graduate and undergraduate sports analytics courses being taught at a large, research university in the United States. Topics of discussion include: 1. The challenges of course development: unlike traditional sport management courses, sports analytics courses have unique challenges that require additional planning and work on the part of the instructor; this section highlights those challenges and describes how they can be addressed. 2. The scope of the analyses: analytics can cover a wide array of statistical techniques, so this topic of discussion centers on those methods that have been taught with the most success; special attention is given to the

differences between the undergraduate and graduate versions of the class in this area. 3. The scope of the subject areas: while many students find on-field performance analytics and fantasy sports/gambling-related data to be the most entertaining, marketing and financial data are also important to analyze so that students receive a practical and well-rounded education in this area; this section outlines what a balanced course looks like as it pertains to the subject areas being covered and the assignments being given. 4. The method of instruction: sports analytics is not a traditional course; rather, it requires the use of advanced statistical technologies and a style of instruction that is able to provide step-by-step guidelines while still giving students the freedom to proactively apply what they have learned to real-world problems and datasets; in this section, the researcher highlights some of the instructional methods that have worked best in both the undergraduate and graduate settings. Each of these discussion points focus on the prior experiences of an instructor who researches and teaches in this area. Drawing from experiences and results in an actual classroom, the gap relating to research in the area of sports analytics education is addressed. Ultimately, it is the intent of the researcher that these observations, best practices, and examples from real-world experiences in this subject area can assist sport management professors who are developing or currently teaching sports analytics courses.

### **ENGAGING INTERNATIONAL SPORT LEADERS AND SCHOLARS AND CREATING A GLOBALIZED SPORT BUSINESS ACADEMIC PROGRAM**

***Lauren Johnson, James Zhang***

*University of Georgia, United States of America*

Having a sport management program that hosts and engages international students, scholars, and leaders is becoming increasingly important due to the globalization of the sport industry and growing diversity of students on college campuses. Exposing current students to international sport management professors, students, and industry decision makers can help those students become more marketable to a sports industry that is in an unprecedented time of expansion. Sport business management professors and program coordinators who are knowledgeable in the growth of the sports industry internationally must also be aware that having a program that can train international sport business leaders can result many opportunities for global sport business collaborations. To analyze the importance and effectiveness of these practices Mao and Zhang's (2012) five factors related to perceived program quality of International Sport Management Programs will be used as a theoretical framework. This research will present contemporary literature on the impact of globalization in sports

business, emphasize the importance of engaging international leaders, scholars, and students for research and training opportunities, and will conceptualize efficient practices to foster multicultural exchange and mutual-learning through effective institutional planning and implementation. Review of Literature The globalization of the sports marketplace in a complex, diverse, and can be defined in many ways. According to Pitts, Fielding, & Miller (1994), this marketplace that comprises of the sports industry include "sports, fitness, recreation, or leisure products in the forms of activities, goods, services, people, places, and ideas". The interconnectedness of the sport industry throughout the world through electronic technology, social networking, improvements in travel, international trade, and commercialization can be used to define how globalization has affected the sports industry (Pitts & Zhang, 2015). Prospective students and scholars who are interested in working and studying sports can engage in many segments such as "sporting goods, sport management service businesses, recreational sports, women's and men's professional sports, sport promotion businesses, sports and sport business media, sports facilities design and management, and sport governance business" (Danylchuk, Baker, Pitts, & Zhang, 2015). In Universities across the world, there has been a growing emphasis to attract international students who bring in additional revenue and can raise the profile of that University. In 2010, The United States of America was documented as having over 671,000 international students which accounted for over a quarter of foreign students studying abroad in the entire world (The Chronicle of Higher Education, 2010). While the United States Universities are undoubtedly the leader in hosting international students, institutions from other countries are also experiencing success in attracting visiting students because of the expertise and opportunities present in their host country. Ultimately, the reasons for globalizing education endeavors is complex and can include economic, cultural integration, and commitment to facilitating diverse research and ideas (Yang, 2003). The attractiveness of studying internationally can be directly related to the business and employment opportunities for graduates present in that host county (Marginson & Van Der Wende, 2007). Sport business management programs inherently benefit from this phenomenon. "With the trend of internationalized higher education, sports education programs have also gradually reached a global market and have become an inseparable element of the international education industry" (Mao & Zhang, 2012). The globalization of the sports business industry has greatly intrigued scholars and students to position themselves in countries where opportunities are increasing in the sportmarket place internationally. The framework discovered by Mao and Zhang (2012) of five factors related to perceived program effectiveness of international sport education programs will be used

to analyze current practices that are being used to engage international scholars and leaders in sport management programs with a global sport marketplace focus. These five factors include: learning environment, service orientation, administrative professionalism, content assurance, and academic growth. Results and Future Implications. Fostering a sport management business academic program that can engage in the growing complexities of the global sports marketplace has many benefits and opportunities. One of these opportunities is present in the way that international students and scholars are able to effectively learn and contribute to a sports management program. Endeavors such as service-learning programs, seminars with local industry leaders, the opportunity to engage in research with scholars from multiple countries, international internships, and creating a center specifically designed for cross cultural learning and exchange are some of the activities that were deemed effective according to the five factors framework of international sport management programs (Mao & Zhang, 2012). The results of this research can include increasing the profile and recognition of a sports management program throughout the world, grant and funding opportunities through research that has implications in multiple countries, the ability to place domestic students in more jobs throughout the world, and the ability to market sport management programs to students with a wide variety of interest that would thrive in an international market place.

## SCALE DEVELOPMENT & QUESTIONNAIRE DESIGN IN THE GLOBAL SPORT MANAGEMENT SETTING

**Eddie T. C. Lam**

*Cleveland State University, United States of America*

The purpose of this seminar will be to discuss the appropriate procedures and contemporary issues in scale development and questionnaire design with an emphasis on establishing the validity of the measuring instrument pertaining to sport management in the global setting. 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 seminar 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, the seminar will use the Service Quality Assessment Scale (Lam, Zhang, & Jensen, 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 validation their measuring instruments.

## **THE WORLD VOICE OF SPORT MANAGEMENT**

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