



**29<sup>th</sup> SMAANZ CONFERENCE**

**Facing the Future**  
**Academic Research Supporting Industry Practice**

**Hosted by the University of Canberra**

**BOOK OF ABSTRACTS**

**29 November – 1 December 2023**



**UNIVERSITY OF  
CANBERRA**

## Table of Contents

<b>SMAANZ President Welcome .....</b>	<b>6</b>
<b>Organising Committee Chair Welcome.....</b>	<b>7</b>
<b>Conference Team.....</b>	<b>7</b>
<b>About SMAANZ .....</b>	<b>8</b>
<b>SMAANZ BOARD .....</b>	<b>8</b>
<b>KEYNOTE ABSTRACTS .....</b>	<b>9</b>
Facing the Future by looking at the Past – Exploring the nexus of academic research and Industry sector practice.....	9
The Truth about Sport: Separating the Myths from the Reality.....	10
A View into the Complexity of Leading the Preparation of Elite Olympic and Paralympic Athletes & Research Directions .....	11
Panel – Sustainability .....	12
Panel – Indigenous Sport Foundations: Vehicles of Change .....	13
<b>Standard Presentations - Abstracts .....</b>	<b>14</b>
Beyond the numbers: Social Impact of Sport Betting in Nigeria .....	14
Examining Sports Fan’s Perceived Psychological Contract Breach in Sports Team Relationship .	15
Making Boring Documents Better: How Including the People Can Change the Game.....	16
Co-Hosting, Let’s Talk About It: Investigating the Relationship Between Australia and New Zealand to Co-Host the 2023 FIFA Women’s’ World Cup.....	17
The Effect of Intimacy and Image of Virtual Sailing Game on Actual Sailing Intention.....	18
The Lived Experience of the Quantified Women Australian Rules Footballer.....	19
Environmental Sustainability in Sports Organisations: Exploring the Tide of Action.....	20
Consumer Engagement on Social Media in the Sport Context: A Scoping Review .....	21
Enacting Environmental Action within Australian Olympic Sport .....	22
Leveraging Events to Create Sustainable Fan Engagement in Australian Women's Football .....	23
Exploring Knowledge Domains and Management in Community Sport Clubs .....	24
The Growth of IOC-Mandated Positions on the Boards of the Summer Organizing Committees for Olympic Games - 1996-2032.....	25
The Impacts of Corporate Sport Club Involvement on Employee Outcomes .....	26
Shifting to a Safer High-Performance Sport Culture: Coach and Administrator Perspectives .....	27
Understanding the Process of Innovation in Sport Participation Development.....	28
Disrupting the Status Quo: Gender Equity in Australian Sport .....	29
WTF? Where’s the funding: Giving active recreation a sporting chance.....	30
Empirically Testing for Niche Sports.....	31
The Meaning and Relevance of Spaces and Places for Sport Consumption Experiences .....	32

<b>Sport Events as Engagement Platform for Sustainable Development – The Case of 2025 Nordic Ski World Championships.....</b>	<b>33</b>
<b>Impacts of Fan Identification, Acceptance of Loss, and Moral Disengagement on Cyberaggression by Sport Fan: A Moderated Mediation Model .....</b>	<b>34</b>
<b>Researching Research: Experiences of Sport for Development Researchers on the Manuscript Publication Process .....</b>	<b>35</b>
<b>Enacting Gender Equity Policy in Community Sport: Exploring Key Actors, Drivers and Resistance to Change .....</b>	<b>36</b>
<b>Social Connection via Community Sport: Maximising Social Infrastructure and its Benefits .....</b>	<b>37</b>
<b>Examining the Gender Pay Gap in Surfing Competitions: A Study on Women Surfers' Experiences in Australia .....</b>	<b>38</b>
<b>Exploring Technology Adoption Factors in Live Sport Media: Using the Technology-Organisation-Environment (TOE) Framework .....</b>	<b>39</b>
<b>The Impacts of Nature-based Physical Activity on Minimalism Intention through Nature Connectedness .....</b>	<b>40</b>
<b>Effect of Event Attachment on Place Attachment and Behavioural Intention of Suzuka City Marathon Participants -Comparison between Motorsports Fans and Non-fans.....</b>	<b>41</b>
<b>Advancing Management Integrity through Hard and Soft Law .....</b>	<b>42</b>
<b>How to Conduct Marketing Studies with Professional Sport Teams?.....</b>	<b>43</b>
<b>Too Old to Change? Investigating the Relationship between Core Product Changes and Customers' Loyalty: The Case of the Davis Cup Rebranding .....</b>	<b>44</b>
<b>Local Sport Integrity Systems: West Australian Case Study .....</b>	<b>45</b>
<b>Stimulating Sports Consumption: Business model innovation and the relationship with their urban ecosystem factors .....</b>	<b>46</b>
<b>Informal Practices and Volunteer Engagement in Community Sport Clubs: A Job Crafting Approach.....</b>	<b>47</b>
<b>A Review of Elite Athlete Well-being .....</b>	<b>48</b>
<b>Maximising Opportunities for Elite Women Athletes Who Need to Transition Suddenly to a Career Beyond Elite Sport .....</b>	<b>49</b>
<b>Women's intention to leave community sport over the life course: A mixed methods study. ...</b>	<b>50</b>
<b>Co-Creating, Implementing, and Researching Sport-based University-Community Partnerships in High-Risk Environments .....</b>	<b>51</b>
<b>The <i>Women, Sport and the Media</i> (1985) Report: Contextualising the Wins and the Losses, Forty Years On.....</b>	<b>52</b>
<b>Towards a Strategy to Mobilise Adventure Sports and Tourism Resources for Educational and Community Development: Learnings from the West Coast of Tasmania, Australia .....</b>	<b>53</b>
<b>Sport Integrity in Community Sport Clubs .....</b>	<b>54</b>
<b>The Social Media Activity of Ambassadors in Women's Sport.....</b>	<b>55</b>
<b>Approaches to Community Sport Policy Evaluation: A Review of Key Tenets of the Advocacy Coalition Framework.....</b>	<b>56</b>

<b>Gender differences in the Selection Process of National Collegiate Athletic Association Institutions by Student-Athletes: A Pilot Study .....</b>	<b>57</b>
<b>Tactical Neutralisation of Athlete Activism: A Study of Discursive Delegitimisation of the Australian Football Team .....</b>	<b>58</b>
<b>Risk and Responsibility in Community Sport Organizations: A Conceptual Framework for Managing Harm .....</b>	<b>59</b>
<b>Analysis of Media Reporting Air Pollution on Running Event: Health Risk and Precautionary Measures in National Newspapers .....</b>	<b>60</b>
<b>The Developer-Regulator Paradox: how do regional anti-doping organisations view WADA? ...</b>	<b>61</b>
<b>Beyond the Try Line: Understanding the Factors that Fuel Fan Commitment for National Rugby League Women's Premiership (NRLW).....</b>	<b>62</b>
<b>Sport Is the Adjective, Management Is the Noun: A (Friendly) Polemic on the State of Sport Management Research .....</b>	<b>63</b>
<b>CEO Networks and Succession in Sport Organisations .....</b>	<b>64</b>
<b>The Business and Cultural Implications of Surfing's Demographic Shift .....</b>	<b>65</b>
<b>Enhancing Experiential Learning in Sport Management: Exploring the Benefits of Partnership Pedagogy.....</b>	<b>66</b>
<b>Former Athlete, Future Leader: On- and Off-Field Implicit Leadership Theories of Athletes – A Phenomenological Study on Leadership.....</b>	<b>67</b>
<b>Learning from Failure: A Case Study of Certification in Sport for Development .....</b>	<b>68</b>
<b>Leadership and Emotion: The Roles of Empathic Leadership and Work Passion in the Sport Workplace .....</b>	<b>69</b>
<b>Alternative and Independent Sports Media Platforms and Women's Sport – .....</b>	<b>70</b>
<b>Co-Design and Co-creation as an Approach to Digital Transformation of Federated Sport Structures.....</b>	<b>71</b>
<b>Online safety of Australisian Elite Athletes .....</b>	<b>72</b>
<b>What does Australia's Decade of Event Hosting Mean for Regional Sport Participation Legacies for Women and Girls? .....</b>	<b>73</b>
<b>The Leveraging of Sport Events by Non-aligned Stakeholders: A Conceptual Introduction .....</b>	<b>74</b>
<b>Unveiling Sports Integrity: An Autoethnography of an Athlete's Experience with the Anti-doping System .....</b>	<b>75</b>
<b>Sports Data Governance Platforms: A Study on Stakeholders .....</b>	<b>76</b>
<b>Reflections on Engaging Professional Sport Organisations in Australian Doctoral Research .....</b>	<b>77</b>
<b>Diversifying Methods in Sport Leadership Research .....</b>	<b>78</b>
<b>Sport Clubs Engagement with Schools: Current Practice in New Zealand .....</b>	<b>79</b>
<b>Esports Brands, Consumer Motivation, and the Influence of Gender Inclusivity .....</b>	<b>80</b>
<b>Could Outdoor Sport Reduce Perceived Time Poverty? Examine the Effect of Perceived Time Poverty on Academic and Social Performance after Nature-based Intervention.....</b>	<b>81</b>
<b>A Systematic Review on Factors Influencing Audiences' Cognition of Sport Sponsor Signage....</b>	<b>82</b>

Network Administrative Organization Members' Activities in Managing Sport Events Under Pandemic-Driven Uncertainty: An Embeddedness Perspective .....	83
The Psychological Impact of the Beijing 2022 Winter Olympic Games on Chinese Residents: a Repeated Cross-sectional Analysis.....	84
<b><i>Enlightening Talks Abstracts</i></b> .....	<b>85</b>
Benefits and Barriers of Corporate Sport Involvement .....	85
Troubled Horizons? Reflecting upon the Deteriorating Relations between Player Associations and Australian Sport Leagues .....	86
How Mediatisation in Sport Influences the Job Demands for a Professional Umpire .....	87
Development of a Competency Survey for Sport Management in Australia .....	88
Modal Choice and Carbon Emissions output: Results from the Biggest Austrian Professional Football Club .....	89
The Psychological Impacts of Sporting Event in Host Community: A Scoping Review .....	90
Volunteer Recruitment and Retention in Sports Organizations: A Systematic Review of the Literature .....	91
Rethinking Funding Models in Sport for Development .....	92
Financing to the Results of Community Activities by J-League Clubs -FC IMABARI`s Stadium Finance as a Case Study.....	93
Enablers and Inhibitors to Digital Technology Adoption in Australian Not For Profit Community Sports Organisations .....	94
Streaming the CrossFit Games: Exploring Engagement in a Niche Sport .....	95



## SMAANZ President Welcome



We are delighted to welcome you back to Canberra, and the University of Canberra, for the 29<sup>th</sup> SMAANZ Conference.

The SMAANZ conference formula is well established. It represents an important opportunity to advance knowledge through scholarly exchange, develop professional networks, forge new collaborations, and reflect on the current and future state of the sport management discipline. There's something extraordinary about conferences; passionate minds coming together in one place fuels creative energy and innovation. We hope that you experience this during your time

at the conference.

The theme for this year's conference is: Facing the Future – Academic Research Supporting Industry Practice, and our vision is ambitious: focused on connecting the Academy with industry and government. We are confident that this year's conference will be a valuable experience for all attendees. This year the conference the program will feature a diverse range of presentations and enlightening talks, and includes over 115 delegates, many from overseas, and a number of whom will be attending a SMAANZ conference for the first time. I offer a special welcome to first-time conference attendees and new members of our community. We thank all our attendees for supporting SMAANZ and joining us in Canberra and contributing to a wonderful few days.

Of course, none of this would be possible without the fantastic work of the conference organising committee at the University of Canberra. Thanks to the conference chair, Stirling Sharpe, for his prolonged enthusiasm and energy in delivering the 2023 conference. Thanks also to Hannah Campbell-Pegg OLY, Dr Sarah Wymer, and Dr Rubi Cury for their administrative support. Finally, we extend our thanks to the Faculty of Health and the University of Canberra for their contributions and support to making this conference what will be a wonderful event.

I hope you all find the conference welcoming and engaging, and that you all leave having had a valuable experience, excited to return again, and continue to be a part of this amazing community!

We look forward to seeing you in Canberra.

Dr Ashleigh-Jane Thompson  
President, SMAANZ (2023 – 2024)

## Organising Committee Chair Welcome



Yuma and Welcome to SMAANZ 2023.

I am absolutely thrilled to welcome you all to the University of Canberra and this Nation's Capital. Canberra is located on the traditional lands of the Ngunnawal people and has been known as a meeting place for thousands of years. How fitting that we are gathering together as group from eleven different countries. I sincerely hope that you find time to explore the beautiful Ngunnawal Country and that you enjoy your time here in the Canberra region.

SMAANZ 2023 is being hosted by the University of Canberra. Internally we are supported by the Office of the Deputy Vice Chancellor Research and Enterprise, the Faculty of Health, the Canberra Business School, the Research Institute for Sport and Exercise Science, and the External Engagement Office. I am grateful for the support and funding provided by our internal partners – this support has made the SMAANZ conference affordable in a time where the cost of living and hosting of events is heightened.

I would like to publicly thank the organising committee for their hard work behind the scenes. Particularly, I would like to show gratitude to Hannah Campbell-Pegg OLY for the many hours of work that she has dedicated to organising this conference. I extend this thanks to Dr Sarah Wymer and members of the SMAANZ Executive who have contributed to organising all aspects of this conference. My thanks also to the numerous reviewers for their time and expertise in reviewing more than 95 abstracts! Your service is very much appreciated.

The Conference Programme promises to be engaging, and at times, controversial. I look forward to the many presentations and the critical discussions that I am sure will follow. Equally, I look forward to seeing many colleagues again and meeting new ones – for me, this is one of the most valuable aspects of SMAANZ. The collegiality of our group, the friendships that are made, and the collaborations that are born from this conference is something that I hope is continued this year.

Welcome to SMAANZ 2023.

Stirling Sharpe

## Conference Team

Conference Chair: Stirling Sharpe

Organising Committee Member: A/Prof Tracey J Dickson

Organising Committee Member: Charles Mountifield

Organising Committee Member: Hannah Campbell-Pegg

## About SMAANZ



The Sport Management Association of Australia and New Zealand was founded in November 1995. The principal aim of SMAANZ is to encourage scholarly inquiry into sport management related research and to provide the opportunity to present results from this research. SMAANZ conducts an annual conference to facilitate the presentation of sport management related research. It has established a refereed journal, the Sport Management Review. The conference and journal are the vehicles through which sport management related research will be communicated.

Specifically, the purposes are:

- To encourage scholarly enquiry in sport management
- To provide a forum to present and communicate results of sport management related research
- To enhance the application of management theory to the sports context
- To facilitate the ongoing professional conduct of sport management
- To facilitate dialogue for curriculum design and development within sport management university programs
- To represent the Association in the international sport management community

## SMAANZ BOARD

President: Dr Ashleigh-Jane Thompson

Vice President: Associate Professor Kevin Filo

Treasurer: Stirling Sharpe

Secretary: Dr Mel Johnston

Sport Management Review Editor: Professor Pamm Phillips

Committee Member: Dr Alana Thomson

Committee Member: Dr Jonathan Robertson

Committee Member: Professor Heath McDonald

Committee Member: Associate Professor Sheranne Fairley

Student Representative: Eleanor Faulkner

Administrative Consultant (non-voting): Dr Sarah Wymer



## KEYNOTE ABSTRACTS



### **Facing the Future by looking at the Past – Exploring the nexus of academic research and Industry sector practice**

**Professor Tracey Taylor**

Sport management scholarship has played a pivotal role in shaping and contributing to positive change in the sports sector. In considering contemporary sport management challenges and opportunities, and how to continue making meaningful impact on practice, we can reflect on how our work to date has made a difference and how it might shape sport into the future. Over the last several decades our academic research has not only informed practice, but it has also provided a catalyst for evidence-based solutions. While important to reflect on our successes, we also need to acknowledge where change hasn't occurred or hasn't been as progressive as we might have hoped for. While our research has contributed to innovations, generated new ways of thinking, provided best practice models - there are areas where even robust research findings have not facilitated much needed change. Strong research collaborations and productive partnerships are crucial in shifting practice, generating system, governance, and organisational improvements; and developing sustainable operating models. Partnerships between sport management scholars and practitioners can productively address the changing nature and future of sport – through co-designing research agendas and taking shared responsibility for ethically utilising research outcomes in the advancement of both our scholarship and practice. As we find ourselves in an increasingly changing sporting landscape, we can draw on the past to help shape the future. Through the integration of sport management research with key sector players, we can continue to address persistent challenges, identify new opportunities, and contribute to shaping an inclusive, safe, welcoming and sustainable future for everyone in sport.

Professor Tracy Taylor's is currently the Associate Deputy Vice Chancellor Research & Innovation at RMIT, Melbourne. Tracy has been involved in sport management education and research for over 30 years, collaborating with colleagues and sport organisations from around the world. Tracy is a passionate educator and is actively engaged in delivering sport management training and development across the globe. Tracy has an extensive research portfolio, supported by over \$2.5 million in research grants, with her current research focusing on gender, diversity, and inclusion in sport. Tracy is a Past President of SMAANZ, served as Editor of Sport Management Review and European Sport Management Quarterly and is a recipient of the SMAANZ Distinguished Service Award and the EASM Chelladurai Award. Tracy is currently a member of the Australian Sports Commission National Sport Participation Strategy Steering Group, the Olympic Studies Centre (OSC) Grant Committee, and an Associate Editor for the upcoming OSC IOC Academic Articles.



## **The Truth about Sport: Separating the Myths from the Reality**

### **Professor Aaron C.T. Smith**

There are a lot of people in this nation who reckon that sport contributes more to the wellbeing and life-satisfaction of citizens than any other institution or enterprise. It's a bold statement. So, what is it about sport that leads to this grand claim about sport's capacity to do so many good things for society. The proposition goes as follows: Sport not only delivers intrinsic pleasure and excitement, but also provides a vast array of positive 'spin-offs.' These spin-offs include a strong ethical mind-set, increased self-esteem, greater emotional resilience, improved educational attainment, the creation of positive role models, social cohesion, crime reduction, more connected families, improvements in physical and mental health, increased productivity at work, an economic benefit to local communities, and a longer, more satisfying, and happier lifespan. It is even suggested that waves of national pride wash over citizens whenever athletes perform well on the international sporting stage. It therefore follows that a sporting nation will be smarter, healthier, more socially connected, more morally sensitive, and happier than one that is not. Conversely, there is a counter argument, and it goes like this: Most of the spin-offs that sport's proponents claim are little more than comforting myths. They make intuitive sense since there is always some anecdotal support for them, but when the research is done, many of them do not hold up. There is also a more serious problem to consider, which is all the harms and costs incurred when engaging with sport. The list of allegations plus supporting evidence is long, and includes drug-use, violence, injuries, bribery, corruption, match fixing, misogyny, homophobia, racism, and extreme misbehaviour by players, administrators, and fans. These conflicting claims raise the following question: Is sport the key to a good society, and thus deserves every dollar it gets from government, or is it a totally over-rated institution that not only fails to deliver on many of its spin-off promises, but in the process creates massive amounts of social chaos, physical harm, and psychological distress? The evidence will be reviewed, and all will be revealed.

Aaron CT Smith is incoming Director of the University of Canberra Research Institute for Sport and Exercise (UC-RISE), and Professor of Sport Business and Innovation in the Institute for Sport Business at Loughborough University London. He was formerly the Director of the Institute for Innovation and Entrepreneurship at Loughborough University. Amongst Aaron's research interests are the management of psychological, organisational, and policy change in sport, business, health, and society. Aaron's research considers the intersections of sport's money and meaning, and brains and brands, to explain enterprise performance, business innovation, fan psychology, digital engagement, and sport integrity. He has authored 25 books and over 100 academic articles on these topics, has consulted extensively, developed numerous technology start-ups, and led entrepreneurship accelerators. Aaron's qualifications include two doctorates: in sport management, and in cognitive science. His most recent book, 'Football on the Brain: Why Minds Love Sport', is published under an open-access license making it available for anyone to download and distribute. Download a free copy by visiting the Loughborough University repository or Aaron's website.



## **A View into the Complexity of Leading the Preparation of Elite Olympic and Paralympic Athletes & Research Directions**

### **Professor Kevin Thompson**

This presentation will discuss the complexities of leading and managing in the Olympic and Paralympic high-performance sport system - primarily in Australia - but will also touch on experiences from the UK system. Since its inception in 1996, New South Wales Institute of Sport (NSWIS) scholarship athletes have won 104 Olympic and 206 Paralympic medals across summer and winter games, as well as 302 world titles. Professor Thompson will explain how the NSWIS aligns with the high-performance sport eco-system and delivers its services to 500 athletes across 28 sports. He will discuss some of the challenges related to undertaking academic research with elite athletes and how the research emphasis is transitioning from sports science and sports medicine to coach development, technology, sport intelligence, athlete wellbeing, leadership and management practices. Finally, there will be a look at some contemporary areas where research is required from a management perspective to inform future industry practice.

Professor Kevin G. Thompson BSc (Hons), M.MED.SCI, PhD, CSci, FBASES, FACSM has been Chief Executive Officer of the New South Wales Institute of Sport since 2017. From 2002-2009, he worked at the English Institute of Sport (EIS), firstly as the Regional Director leading the EIS North-East and North-West of England institutes of sport and then as National Director for Sport Sciences. During his career, Professor Thompson has been a successful senior manager in both high-performance sport and university environments. He was formerly the inaugural Director (2012-17) of the University of Canberra Research Institute for Sport and Exercise (UCRISE) and Head of Sport and Exercise Sciences (2011-12). Professor Thompson recently fulfilled the role of Australian Olympic Committee (AOC) Head of Performance Services (2019-21) for the Australian Olympic team at the Tokyo 2020 Olympic Games and Chaired the AOC Tokyo2020 Skate Commission (2018-19). He is a current a non-executive Board Director of the Olympic Winter Institute of Australia. Professor Thompson has presented at numerous international conferences and published over 110 peer reviewed journal articles related to high performance sport, primarily in exercise physiology and has served as an Associate Editor for the European Journal of Sport Sciences and the International Journal of Sport Physiology and Performance and been an Advisory Board Member for the Journal of Sports Sciences. Thompson is a Fellow of the British Association of Sport and Exercise Sciences (BASES), a Fellow of the American College of Sports Medicine (ACSM) and a Chartered Scientist (British Science Council).

## Panel – Sustainability

This panel will explore sustainability initiatives in the sport industry. Panellists will talk through their experiences of advocating for, creating, and managing sustainable sport initiatives.



Warwick Waters is the Head of Advocacy and Stakeholder Engagement at the Australian Olympic Committee. With extensive experience in the sporting industry, he has worked for Swimming Victoria, Victorian Olympic Council and various roles within the AOC. Warwick was charged with creating and implementing the Australian Olympic Committees' first 'Climate Action Plan 2022-2024' in consultation with Dr Sheila Nguyen and driving the organisation's commitment to climate action and sustainability through leadership in Australian sport.



Tobias Wehr-Candler is a former international rower for New Zealand. Achieving a Master of Management from Sydney University Business School, Tobias has worked for a top tier strategy consulting firm. Prior to his current position of Head of Rowing at Canberra Grammar, Tobias was Head of Rowing at Kinross Wolaroi School and founded a program which was recognised in 2019 at the World Rowing Awards for its contribution to sustainability. Tobias is currently the Vice President of ACT Rowing and charged with the task of Rowing Australia's development of their sustainability/climate action plan.



Hannah Campbell-Pegg is a dual Winter Olympian in the sport of Luge for Australia, competing in 2006 and 2010. Hannah then moved into the role of President of Luge Australia. Awarded an International Olympic Committee scholarship, Hannah completed a Masters in Sports Ethics and Integrity and currently holds the position of Chair of the Sports Integrity Unit for the International Olympic Committee. Hannah is a current PhD candidate at University of Canberra researching the impacts of climate change on sliding sports. She is also the facilitator for the Australian Olympic Committee sustainability pilot program.

## Panel – Indigenous Sport Foundations: Vehicles of Change

This panel, to take place during the Friday dinner function, will explore the journey of two Indigenous sport-based foundations.

The Indigenous Marathon Foundation (IMF) is a health promotion charity that uses running to celebrate Indigenous resilience and achievement and create inspirational Indigenous leaders. The Indigenous Marathon Project (IMP) was established in 2009 by world marathon champion, Rob de Castella, and in 2010 four Indigenous Australians created history as the first to run in the world's biggest marathon – the New York City Marathon. The IMP has grown significantly with 142 graduates finishing a major international marathon, including New York, Boston, Tokyo, London, Chicago, and Berlin, and completing a compulsory education in health and leadership. The continual growth and expansion of the IMP led to the establishment of the IMF in 2015.



The IMF will be represented on stage by Founder and Director Rob de Castella AO MBE and 2023 IMP Graduate (#140) Faith Stevens. Conference Chair, Stirling Sharpe, sits on the Board of the IMF and will facilitate the discussion.



Indigenous Basketball Australia (IBA) was established in October 2020 by Patty Mills and his family. IBA is a registered charity aiming to empower, assist and support disadvantaged Aboriginal and Torres Strait Islander people, especially youths, to achieve better outcomes, improve their quality of life and empower them across Australian communities. IBA's strategy in achieving these objectives focuses on using basketball as the mechanism to engage with Aboriginal and Torres Strait Islander communities enabling the delivery of a wide range of programs designed to achieve positive outcomes and overcome the many challenges and barriers they face in the current Australian society, economy, and sporting structures.



IBA will be represented on stage by Board member, Benny Mills. Benny is the father of Patty Mills – four time Olympian and Flag Bearer for Australia at the Tokyo Olympic Games – and a lifetime advocate for Aboriginal and Torres Strait Islander people.

## Standard Presentations - Abstracts

LISTED IN ALPHABETICAL ORDER OF FIRST AUTHOR SURNAME

---

### **Beyond the numbers: Social Impact of Sport Betting in Nigeria**

Richard Ajiee (AUT), Geoff Dickson (La Trobe University), Mistura Kehinde (Lead City University), & Temitope Oguntola (Interwagers)

Sport betting discussions amplify its addictive nature, and subsequent negative social and economic impact perspective (Prentice & Woodside, 2013). However, this study takes a somewhat contrarian view to sports betting, exploring the positive social impact of sport betting. Specifically, this study investigates the acquisition of social capital and social currency amongst sport bettors in Nigeria. Social capital refers to actual or potential profits that arises from social relationships or networks (Bourdieu, 1986). These benefits such as social support, are deposited within the social network and available to be drawn by members of the group (Magdol & Bessel, 2003). On the other hand, social currency is the worth of the benefits an individual gets from their social group (Ralphs, 2011). Individuals use their social currency when they obtain social support or deposit the currency when they provide social support (Magdol & Bessel, 2003). It is imperative to analyse sport betting from a different perspective to shine the light on the other side of the phenomenon, to reshape the discourse and fill the existing gap in the literature. Also, given the rapid expansion and unavoidability of sport betting (Reith, 2007), there is value in redesigning sport betting policies to maximise the social benefits and minimise the negative social impacts. To examine these issues, we utilised a qualitative research design underpinned by phenomenology. Data were collected through semi-structured interviews with 45 male and female Nigerian sports bettors aged 18 - 50 years, recruited from within Oyo State. Thematic analysis produced themes across all the cases, allowing researchers to make deductions and offer interpretations (Boyatzis, 1998; Guest et al., 2012). NVivo was utilised throughout the analysis. The findings showed that sport betting is already part of the Nigerian youth culture. Sport betting enabled bettors to create social relationships that facilitated information sharing and social support. There was evidence that sport betting produced both bonding and bridging capital. Without question, negatives of sport betting do exist, however, the policies of both federal and state governments should also capture the positive benefits of sport betting. The conclusion also highlighted the implications on community wellbeing, social policy, and ideas for future research.

# Examining Sports Fan's Perceived Psychological Contract Breach in Sports Team Relationship

Haruka Amano (Waseda University) & Hirotaka Matsuoka (Waseda University)

Sports fans' attitudes toward professional sports teams have been clarified by many researchers. Yet the factors that influence those attitudes and evaluations have not been clarified, making it necessary to elucidate the psychological mechanisms of fans in order to examine a more effective communication strategy. In consumer behaviour research, brand attitude and brand attachment are significant factors that define behaviour (Park et al., 2010). As for sports fans, behaviours include not only purchasing behaviours such as watching games and buying merchandise, but also supportive behaviours for the team and players. Although supportive behaviour is not mandated, many fans engage in such obligation (de Ruyter & Wetzels, 2000), which can be considered similar to the norm-based obligation of employees in an organization. However, the relationship between teams and their fans is not always pleasant. Sometimes fans complain that the team has let them down, and sometimes they turn to aggressive behaviour. Risk management to prevent these problems is one of the crucial issues in sports team management (Larkin & Fin, 2019).

Similar issues have been addressed in the field of organizational psychology. The trouble caused by unspoken promises between employees and employers has been explained by the psychological contract (Rousseau, 1989), defined as "individual beliefs in a reciprocal obligation between the individual and the organization." Perceptions of psychological contracts explain behavioural intentions such as turnover intentions (Raja et al., 2004), and in the context of brand, influence consumer behaviour in the context of brands (Montgomery et al., 2018). Although there is no employment relationship between sports teams and fans, in which salaries are paid, fans are related to the teams by a strong identification (Wann & Branscombe, 1993; Gwinner & Swanson, 2003). In other words, the relational type of psychological contract can be considered to exist between the two.

Therefore, by using the concept of the psychological contract, this study attempts to examine the factors that influence fans' attitudes and evaluations of sports teams' decision-making. We also examine whether attitudes and evaluations influence subsequent behavioural intentions, as in previous studies, and the moderating role of basic items such as team identification and loyalty, which have been discussed in various sport management studies.

The presentation will provide a report on an online questionnaire survey to be conducted among domestic fans of the Japan men's professional basketball league (B-League). Data will be collected in late summer 2023, during the B-League's off-season. The survey will ask for basic demographic attributes and personality traits, then ask for team identification, psychological contract with the team, trust, and perceived psychological contract breach for the team's decision-making as described in the scenarios in the survey. Other measurements include the intentions of negative word of mouth and team supportive behaviour.

## **Making Boring Documents Better: How Including the People Can Change the Game**

Catriona Arthy (University of Queensland)

Sporting organisations point to Codes of Conduct and their range of policies as evidence of their dedication to ethical standards, care for the health and safety of participants, and to community engagement, and these documents can also offer some form of insulation from any unethical activities by their members (Dragga, 2011). Codes of conduct and participation policies fall within what Caroline Miller (2017) refers to as administered genres that are created to fulfil the interests or needs of those few in power by regulating the interactions and behaviours of an audience of many. They are small documents that can have major impacts on people's lives, and their impacts are often unevenly experienced by diverse and marginalised groups within society.

Most of the human-involved research in technical and professional communication (TPC) has involved readers in document and information design, such as structuring information and designing layouts, and in coding and testing for accessibility. But these approaches limit the engagement of a reader to have relatively limited input into a text that is almost complete; the writer remains the expert and the central figure in the development of the text (Jones, 2018, 2018; Jones et al., 2012; Mazur, 2000). The recent turn towards social justice in TPC looks at how the daily practices of communication can serve to professionalise, codify and normalise oppressive structures (Walton et al., 2019), building on research examining how discursive practices support and restrict diversity and inclusion in sport (Turconi et al., 2022). My research is using human-centred design to create more socially just and inclusive texts by placing the reader at the centre of the writing process and locating them as experts in their own lives (Spinuzzi, 2005).

To do this, I am engaging in a co-design process alongside players, administrators, and other participants to develop usable and useful materials to support the Rugby Australia Code of Conduct. By bringing the users of a text into the development of the text, I want to learn what they want, what helps them, and what makes a document useful to them. My presentation will present early findings of the interviews and focus groups and discuss what I have learned (so far) about how including people can change the game.



## **Co-Hosting, Let's Talk About It: Investigating the Relationship Between Australia and New Zealand to Co-Host the 2023 FIFA Women's World Cup**

Jordan T. Bakhsh (Deakin University), Mel Johnston (Auckland University of Technology), Katie Rowe (Deakin University), Lesley Ferkins (Auckland University of Technology), & Ashleigh-Jane Thomson (La Trobe University)

In recent years, major sport events have dramatically increased in size and cost, leading to over promised and under delivered realities (Bakhsh et al., 2023; Johnston et al., 2021, 2023). Accordingly, event owners, like the IOC and FIFA, have been forced to adapt and offer innovative hosting opportunities – like co-hosting (Elisabeth et al., 2022; Walzel & Eickhoff, 2021). Co-hosting involves multiple organisations forming an official partnership to host a major sport event; as oppose to the traditional template of a singular organisation hosting an event (Bakhsh et al., 2018). Co-hosting is a joint venture that requires organisations to build mutually beneficial relationships which considers each organisation's hosting ambitions, resources, governance agendas, and resident interests (Debellis et al., 2021; Jiang et al., 2023; Lundrigan et al., 2015).

Although the abundance of co-hosted major sport events on the world's horizon is rising (e.g., 2023 FIFA Women's World Cup, 2026 FIFA Men's World Cup, and 2026 Olympic and Paralympic Winter Games), our understanding of how to effectively manage these joint ventures is limited (Bazzanella et al., 2022; Elisabeth et al., 2022). Previous research examining co-hosted major sport events has focused on residents' event support (Bakhsh et al., 2018) or impacts (Kim & Morrison, 2005; Lee & Taylor, 2005; Walzel & Eickhoff, 2021); overlooking the complex and comprehensive relationship between host organisations in efforts to co-host. Consequently, there is a burgeoning need to understand these organisational relationships and offer guidance for those organisations intending to co-bid for, and co-host future major sport events. Thus, the aim of this research is to critically investigate the planning and delivery of the co-hosted FIFA Women's World Cup between Football Australia (FA) and New Zealand Football (NZF).

At the time of abstract submission, the data collection process has begun. Semi-structured interviews are being conducted with 10 organisation leaders of FA and NZF connected to the mega sport event (e.g., legacy manager). Purposeful sampling was undertaken to recruit all participants through established relationships with both organisations. Interviews will focus around understanding how the co-hosting relationship between FA and NZF was developed and has evolved over time. Once interviews are complete, the research team will engage in inductive and deductive coding.

Findings will provide a comprehensive understanding of the relationship between FA and NZF to co-host the 2023 FIFA Women's World Cup. Specifically, we will aim to (1) identify the enablers and barriers that both organisations faced to create and nurture this co-host relationship; (2) investigate the power dynamics, decision-making processes, and ambitions of this relationship; and (3) explore the organisational benefits and challenges of co-hosting a major sport event. In doing so, this research will garner needed knowledge to understand this emergent event phenomenon and provide guidance for future organisations to effectively conceptualise and operationalise future co-hosted major sport events.

## The Effect of Intimacy and Image of Virtual Sailing Game on Actual Sailing Intention

Grzegorz Botwina (University of Warsaw), Sungkyung Kim (University of Stirling), Hee Jung Hong (University of Stirling), & Marcos Lopez Flores (European Network for Innovation and Knowledge)

Online sport gaming has emerged as one of the most dynamic and rapidly expanding segments of the sports industry, largely propelled by advancements in technology. A plethora of studies has endeavoured to comprehend the behaviour of online gaming consumers by employing various theoretical frameworks, such as motivation theories, the theory of planned behaviour and the unified theory of acceptance and use of technology.

However, a conspicuous scarcity of research delves into the behaviour of online sport gaming users through the lens of intimacy theory and the concept of image. More importantly, how the intimacy and the image of an online game (i.e., a virtual sailing game here) translate into behavioural intentions toward engaging in the actual sport (e.g., sailing) remains unclear. In addressing this deficiency in the literature, the present study seeks to investigate the relationships between interactional and intellectual intimacy, game image, and behavioural intentions.

Intimacy theory offers a useful framework to investigate the relationship between individuals' interactions, such as their engagement with other game users in our context, and their image of the subject of those interactions (Trauer & Ryan, 2005). While the concept of intimacy is multidimensional, encompassing (a) physical intimacy, (b) spiritual intimacy, (c) intellectual intimacy, and (d) verbal intimacy, this study particularly emphasises intellectual and verbal (interactional) intimacy. This is because the online community provides opportunities to develop the two elements of intimacy (e.g., sharing their knowledge). This research posits that interaction and intellectual intimacy positively connect with the game image (H1 and H2). Subsequently, this study postulates that game image is associated with behavioural intention toward actual sport (H3). Furthermore, this research posits that both facets of intimacy - interactional and intellectual - are associated with behavioural intentions (H4 and H5).

As the official video game of World Sailing, 'Virtual Regatta' is employed for the World Championships in e-Sailing. Data ( $N = 593$ ) were obtained from Virtual Regatta online communities by conducting a convenience sampling technique, with the assistance of the National Sailing Federations (Poland, Sweden, and Turkey) and Virtual Regatta company in April 2023. The measurement items for intellectual intimacy (Shi et al., 2019), interaction intimacy (Aron et al., 1991) and game image (Kim et al., 2018) were adopted from previous studies. A two-step procedure (Anderson & Gerbing, 1988) using structural equation modelling was employed to assess the quality of the measurement model and to examine the established hypotheses in the structural model.

Our findings revealed that intellectual intimacy exerted a significant influence on game image (H1:  $\beta = .22$ ,  $t = 6.13$ ). The direct relationship between interaction intimacy and game image (H2:  $\beta = .43$ ,  $t = 11.78$ ) was also supported. In addition, game image significantly affected behavioural intention toward sailing (H3:  $\beta = .16$ ,  $t = 3.41$ ). Intimacy latent variables positively affect behavioural intentions (H4:  $\beta = .12$ ,  $t = 2.70$ ; H5:  $\beta = .11$ ,  $t = 2.40$ ). These findings corroborate and extend existing theory in elucidating the interplay among gaming experience-related variables and their associations with sailing experience-related dependent variables.

The results enrich the sport marketing literature by showcasing how the intimacy and image towards the sport game can translate into behavioural intention towards sport itself and by expanding the intimacy theory as the theory has heretofore not been applied to understand online sport gaming customers.

## The Lived Experience of the Quantified Women Australian Rules Footballer

Paul Bowell (Swinburne University of Technology), Emma Sherry (Swinburne University of Technology), Paul Scifleet (Swinburne University of Technology), & Ekaterina Pechenkina (Swinburne University of Technology)

This paper presents the findings from our study investigating Australian Football League Women's (AFLW) players' experiences of club-produced digital-driven performance monitoring. Increasingly, athletes are tracking different aspects of their physical and sporting activities through digitised performance monitoring devices such as smartwatches (Rapp 2023). Despite the proliferation of athlete usage, academic research is scant about how sportspeople experience performance monitoring – especially among a community of practice like AFLW footballers (Rapp & Tirabeni 2018). Past scholarly investigations of AFLW footballers' performance monitoring have focused on quantitatively analysed in-game metrics (Clarke et al. 2019; Cust et al. 2019). This study then focused on understanding the qualitative experiences and subjective ramifications of AFLW footballers' performance monitoring engagements. At this juncture, this study looked to address this detected gap in the literature.

There is a growing body of academic work that has positioned digital tracking applications within organisational settings – such as workplaces – to have the potential to disenfranchise and alienate workers (Moore 2018; Newlands 2021). Not too dissimilar to these researched workers, semi/professional athletes – such as AFLW footballers – are required to track different aspects of their physical performance for their sporting profession. Notwithstanding, the link between the two has yet to be made within the sport management/sociology literature. Addressing this gap in the literature will offer original knowledge relating to how AFLW footballers experience performance monitoring, which will add to sport management knowledge and practice. Moreover, this academic knowledge will support industry practice through the development of a player-centred framework of practice for implementing and operating performance monitoring.

Theoretically, a more-than-human research agenda of vital materialism (Bennett 2010) was applied to the study, which sought to understand the relational connections between the footballers and their performance monitoring. Supporting this theoretical approach was an innovative qualitative three-tiered digital ethnography (Pink et al. 2016). Eight AFLW footballers partook in data generation approaches of interviews, qualitative reflective surveys, and video re-enactments. To contextualise the footballers' data interviews were also conducted with four AFLW fitness coaches who oversee their clubs' performance monitoring programs. Together deep rich qualitative data was gathered to address the research question: how do AFLW footballers experience digitised performance monitoring?

The findings indicate that AFLW footballers found performance monitoring to be contested and confusing as the practice sees the players enter a carousel of gendering and othering. To begin the carousel of gendering and othering, the footballers were socially expected to engage in performance monitoring. Endorsing these expectations was the enhanced athletic identity the footballers received from using performance monitoring, which offered legitimacy and credibility to the women athletes as footballers. However, the lack of professional structures supporting AFLW performance monitoring produced contested and confounding experiences reminding the women athletes that they are outsiders to the game. Most AFLW footballers then did not fully value performance monitoring resulting in the program being inefficient – wasting finite club resources. This paper proposed an industry-focused player-centred framework of practice to optimise performance monitoring, within and beyond the AFLW, benefiting all invested in the tracking ecosystem. This outcome was supported by 'best practice' sport management human resource management practices as described by Wolsey, Abrams and Minten (2012).

## **Environmental Sustainability in Sports Organisations: Exploring the Tide of Action**

Olivia Bramley (RMIT University), Emma Sherry (RMIT University), & Brian McCullough (Texas A&M University)

This presentation will outline preliminary findings from a study investigating the governance and operations of sport organisations within the MCG precinct and the process of change to implement environmental sustainability practices.

In modern times, no other cultural phenomenon has surpassed the global reach of sport, positioning it as pivotal in action against the ecological crisis. With this recognition and moral leadership, some sports organizations are responding to the call for action and are increasing their climate adaptability, action and implementing environmental sustainability practices. For example, from a venue perspective, the MCG has demonstrated a commendable commitment to environmental sustainability by implementing a range of practices and policies to minimize its environmental impact. However, many sport organisations are yet to fully embrace sustainability practices and may not prioritize environmental considerations in their operation, whereby progress remains limited, unsystematic and with little collaborative effort.

A growing body of academic work positions institutional theory as a theory to help explain why sport organisations adopt sustainable practices (McCullough et al., 2016; Pentifallo & VanWynsberghe, 2012; Ross & Leopkey, 2017). Institutional theory suggests that organizations are influenced by social norms, regulations, and pressures (coercive, mimetic and normative) from their institutional environment (DiMaggio and Powell, 1983). Which can result in being compelled to adopt environmental sustainability (Daddi et al., 2021; McCullough et al., 2016; Todaro et al., 2022). Institutional theory alongside diffusion of innovation was used to conceptualise environmental sustainability action into three 'Green Waves' (McCullough et al., 2016) However, to date, this framework has not yet been operationalised nor empirically tested. Therefore, it is unknown what the main sources of pressure are that drive change, as well as the processes that allow (or do not) environmental sustainability to diffuse within and between sport organisations. Building upon this foundation, the aim of the current research is to a) explore the current practices implemented to achieve environmental sustainability operations and governance in sport organisations; and b) to explore interorganisational relationships between stakeholders of a sport facility in its pursuit of environmental sustainability.

The present study utilizes a qualitative case study approach to empirically test the ideas put forth by McCullough et al. The study assesses the current level of adoption of environmentally sustainable practices and aims to identify and explain the factors influencing their decision-making processes. Semi-structured interviews, document analysis and observations are conducted to gain insights into the motivations, barriers, and facilitators for embracing environmental sustainability. The findings of this study contribute to the existing literature by providing empirical evidence on the extent of environmental sustainability practices in the sport industry, as well as shedding light on the underlying mechanisms and processes that shape the adoption of these practices. The results will inform policymakers, sports organizations, and stakeholders about the current state of environmental sustainability in sports and provide actionable recommendations for promoting and enhancing sustainable practices within the industry.

Preliminary data demonstrates strong commitment to environmental sustainability and its successful implementation of various initiatives, suggesting that sports venues play an active role in environmental sustainability practices, and this can be leveraged by other organisations. However, there is a need to address the inconsistencies among independent tenant clubs, emphasizing collaboration, standardization, and improved communication to enhance sustainability efforts. Therefore, although there may be significant waves happening within individual sport organisations, this adoption is slow to diffuse across other sports organisations within the same network.

# Consumer Engagement on Social Media in the Sport Context: A Scoping Review

Yuanyuan Cao (Waseda University) & Hirotaka Matsuoka Waseda (University)

Social media changed the way sport consumers interact with sports teams, athletes, and other fans. On social media, sport consumers are not merely passive receivers but active co-creators through the interaction. This collaborative process adds value to the relationship between sport organizations and their fans (Popp et al., 2016). Thus, it is vital for sport organizations to utilize social media to build relationships and facilitate outcomes with sport consumers.

Consumer engagement occurs in the interactions between the focal object (e.g., sport organizations) and/or other actors (e.g., sport fans) on social media (Jaakkola & Alexander, 2014). One of the main tasks facing sports marketers is maintaining engagement level, since this reflects consumer interest and actual sports consumer behaviour (Tiago et al., 2016). The concept of consumer engagement has been extensively studied in the context of general business marketing, both online and offline (Bilro & Loureiro, 2020; Santos et al., 2022). However, there is a lack of understanding of consumer engagement on social media in the context of sport. This study aims to find out “What sport marketing research has been conducted on customer engagement on social media until now, and what could be future avenues for research?” by conducting a scoping review. The following research questions (RQ) guided the investigation: RQ1: How did prior studies conceptualize consumer engagement/fan engagement on social media in the sport context? RQ2: What were the dimensions/measurements of consumer engagement/fan engagement on social media in the sport context? RQ3: What were the main factors related to consumer engagement/fan engagement on social media in the sport context, such as causes, consequences, mediators, and moderators? RQ4: What were the theories and methods used to support prior studies? RQ5: What were the research gaps and future research directions?

The PRISMA-ScR (Tricco et al., 2018) was adopted to report the scoping review. In order to identify related literature, two databases were searched: Scopus and Web of Science. The search terms included three dimensions according to the purpose of the review: consumer engagement (e.g., consumer engagement, fan engagement, customer engagement), social media (e.g., social media, Facebook, Twitter, Instagram), and sport (e.g., sport\*, athlete). There were 205 articles identified through database searching, and after screening the search records, a total of 37 peer-reviewed journal articles in English were finally included and analyzed.

The findings showed that the first discussion was published in 2015, and the number of studies has increased every year since then. Researchers frequently utilized consumers of soccer games as the research subject, and the prevalent social media platforms for research were Facebook and Twitter. The uses and gratifications theory and social identity theory were the most referred theories by the researchers. Previous studies have adapted various definitions and measurement scales of consumer engagement on social media. In addition, we proposed an integrative framework to demonstrate the role of consumer engagement on social media in the research model in the sport marketing field. Finally, research gaps and future research directions were provided based on the analysis.

## Enacting Environmental Action within Australian Olympic Sport

Rubiana Cury (Griffith University), Millicent Kennelly (Griffith University), & Michael Howes (Griffith University)

Environmental and sustainability policies in Australian Olympic sport organisations are limited in number, although some sport organisations have made demonstrable progress in their adoption. This research collected narratives from representatives of Australian Olympic sport organisations and selected stakeholders to (a) identify key actors and elements influencing the adoption of environmental initiatives and (b) explore the power dynamics in their interactions. Actor-Network Theory was utilised in the analysis of these narratives.

We found that the enactment of environmental action within Australian Olympic sport did not follow a linear path but evolved through three critical transformative moments: economic imperatives, environmental enlightenment, and the redesign of sport experiences. These moments were shaped by interactions with internal and external actants, including human actors such as sponsors, suppliers, internal staff and board members, as well as non-human actors like environmental tools [e.g., carbon calculators] and existing sectoral and local environmental policies. Interactions between human and non-human actants translated and transformed environmental meanings, influencing the commitment and implementation of environmental initiatives. For instance, while economic rationales supported the integration of environmental sustainability into governance and operations, exposure to environmental knowledge and experiences shifted sports practitioners' perspectives on the relationship between sports operations and the natural environment. The diverse roles performed by actants in transforming and translating meanings (i.e., their power influence) were categorised as interrogators, custodians, coordinators, providers, amplifiers, bottlenecks, and distant disruptors.

Actor-Network Theory proved to be a useful theoretical perspective for comprehensively appraising the diverse range of actants involved in environmental action in sports. It highlighted the need for strategic considerations not only for human stakeholders, but also non-human elements, including policies and environmental tools. By uncovering the roles performed by these actors in shaping action, this research offers a nuanced understanding of the complexities involved in the development and coordination of existing environmental policy within the Australian Olympic sports. National sports practitioners and policymakers may benefit from the unveiled strategic perspective for network structures and collaborations, thus supporting purposeful sectoral network development and strategic considerations for stakeholders' engagement and operational elements.

## **Leveraging Events to Create Sustainable Fan Engagement in Australian Women's Football**

Corey Cutrupi (University of Technology Sydney), Nico Schlenker (University of Technology Sydney), Katie Schlenker (University of Technology Sydney), & Stephen Frawley (University of Technology Sydney)

The substantial long-term growth experienced by women's football globally has recently resulted in a familiar phase of stagnation, as attendance numbers struggle to remain consistently high and broadcast demands not being met (Meier, 2020). This has also been evident in Australia where the women's national team, the Matildas thrives while the semi-professional A League Women has struggled to grow in regard to game attendance and spectator engagement (Football Federation Australia, 2019). In this presentation, we investigate how the leveraging of a sport mega event – the 2023 FIFA Women's World Cup – has attempted to contribute to sustainable fan engagement of women's football in Australia.

The FIFA WWC 2023 in Australia and New Zealand in July/August 2023 was a significant opportunity for Football Australia and its stakeholders to advance women's sport into a position that ensures a prosperous and sustainable future. However, while we know about the leveraging intentions of event organisers to achieve economic and socially driven outcomes (Chalip & Leyns, 2002; Chalip, 2004; Chalip, 2006; D'Hoore et al., 2022) – and how significant fans are to value growth (Kolyperas & Maglaras, 2018; Allison, 2013) – this case study has spotlighted sport organisations and how they view leveraging events as a tool to achieve sustainable fan engagement (Smith, 2014; Schlenker et al., 2016; Singleton, 2017) – especially in women's sport. Moreover, existing literature has indicated that much of the research conducted within the fan engagement space has primarily focused on men's sporting teams and events, with limited data available on women's sporting leagues (Toffoletti, 2017; Delia, 2020; Clarke et al., 2022). Taken together, there is a lamentable gap in the space of event leverage and sustainable growth in women's sport that deserves to be examined from an organisational perspective (see Sant, 2015; Wasser et al., 2022; Dionisio et al., 2022).

In this presentation, we look back at previous sport event leverage attempts with comparison to the recent FIFA WWC 2023 and assess key strategies that have been successfully implemented by sporting organisations in their respective leveraging efforts. Moreover, we provide structured social media data that we collected in the lead-up as well as during the event and discuss how to maximise event-related opportunities through social media. Additionally, a collection of thoughts via interviews with employees from key organisations involved in the event will be presented. Of course, it is one thing to engage the consumers, but this research will go beyond that and seek to uncover strategic approaches of engagement that stimulate active support that translates to loyal fans which may influence future generations – hence the goal of sustainability. From a scholarly perspective, this research aims to develop a new event leverage model that will focus on engagement and sustainability as core elements, and that sporting organisations and policymakers can use to ensure engagement and support long-term. As such, outcomes from this research may well have the capability to go beyond women's football in Australia and make positive practical, theoretical and policy contributions across the sporting landscape.

## Exploring Knowledge Domains and Management in Community Sport Clubs

Vahid Delshab (Swinburne University of Technology), Emma Sherry (RMIT University), & Adam Karg (Swinburne University of Technology)

Sports organisations, like other businesses, need to “successfully capture, share, manage and harness their corporate knowledge to reduce uncertainty of outcomes and to coordinate and facilitate strategy and policy implementation” (Halbwirth & Toohey, 2001, p. 91). Knowledge is a process of applying expertise, and knowledge management (KM) refers to knowledge flow and the process of creating, sharing, and applying knowledge (Alavi & Leidner, 2001). KM is particularly important in community sport clubs that are characterized by growing competition with the public and for-profit sport sector, declining volunteer support, and a generally tighter government funding environment (Delshab et al., 2022). Given the ambitious mandates and limited resources of non-profit sport organisations, “tools and structures that efficiently facilitate the sharing and creation of knowledge to support individual, team and organisational learning are important to the survival and growth of these organisations” (O’Reilly & Knight, 2007, p. 266).

While the idea of knowledge sharing is becoming common in non-profit settings, researchers often impose a theoretical definition of KM, rather than addressing how it can or should be used in the daily life of organisations. In fact, researchers have not yet explored domains of knowledge or KM processes applied to volunteers who run non-profit sport organisations. This lack of exploration of KM may hamper the ability of non-profit sport organisations to fully leverage the knowledge and expertise of their volunteers and potentially undermines the long-term growth of these organisations.

To advance understanding of KM within community sports clubs, this study aims to identify different types of domains of knowledge and information that are important for community sport clubs and investigates how clubs acquire, create, share, store, and apply knowledge in their organisation. Further, the research explores KM processes and the enablers, barriers, and outcomes of KM in a community sport context. The presentation will report on a minimum of 12 semi-structured interviews with presidents of community sports club in Victoria, Australia. The interviews will be conducted to develop a conceptual understanding of knowledge domains and KM processes. Following interviews, transcripts will be reviewed and inductively coded.

Preliminary findings of the research will provide a classification of the forms of knowledge created, shared, and applied by clubs, as well as an understanding of the significance of both on-field and off-field knowledge for clubs. In addition, findings will report on sport clubs’ levels of success in effectively managing and implementing knowledge across various crucial domains (such as child safety standards and diversity and inclusion) as well as provide evidence of how robust KM practices may influence the success of community sports club. It is expected that insights into the domains of knowledge and KM processes can support non-profit management models used by practitioners (e.g., in their strategic planning and decision-making) to improve the community sport sector. The presentation will conclude with practical implications and frameworks to support sports clubs in implementing KM processes in their organisations.



## **The Growth of IOC-Mandated Positions on the Boards of the Summer Organizing Committees for Olympic Games - 1996-2032**

Geoff Dickson (La Trobe University), Lucely Vargas (La Trobe University), Holger Preuss<sup>2</sup>Johannes Gutenberg University), & Jinming Zheng (Nanyang Technological University)

Organizing Committees for Olympic Games (OCOG) are responsible for planning, organizing, financing, and staging the Games. As part of the Host City Contract, the International Olympic Committee (IOC) mandates representation from certain stakeholder organizations on the OCOG board. The aim of this study is to examine the growth of IOC-mandated positions on the boards of the summer OCOGs between 2012 and 2032. This is important given the commensurate increase in OCOG board size. For example, the Brisbane 2032 OCOG board numbers 22 directors, a number that is nearly double best practice guidelines (Australian Institute of Company Directors, 2023).

Stakeholders and complexity are two concepts integral to the modern Olympic Games (Gargalianos, Toohey, & Stotlar, 2015). Conceptually, we position this study at the intersection of corporate governance, especially board size and polycentric governance. In corporate governance, there is a trade-off in board size (Vallelado & García-Olalla, 2022). A board needs to be large enough to provide efficient supervision and quality advising without becoming unwieldy (Vallelado & García-Olalla, 2018, p. \*). Polycentric governance incorporates multiple centers of decision making, each operating with some degree of autonomy. Polycentric governance seeks fair and balanced participation of various governing entities (Jordan et al., 2015; Morrison, 2020).

To generate the data, we reviewed the clauses describing IOC-mandated positions within the 10 Host City Contracts for each Summer Olympic Games between 1996 and 2032. Across these ten OCOGs, the review identified nine different mandated positions: Host Country IOC member (or members), Host Country International Paralympic Committee (IPC) Governing Board members, Host Country National Olympic Committee (NOC) President, Host Country NOC Secretary-General, Host Country National Paralympic Committee President, Olympians, Paralympians, Host-City Government, and Provincial (i.e., state) Government. Only three of these positions were consistent across all OCOGs: Host Country IOC member (or members), Host Country NOC President, Host Country NOC Secretary-General. Host city representation was not mandated for Atlanta 1996 but has been mandated ever since. Brisbane 2032 was the first time that the IOC mandated that the Host Country IPC Governing Board members, Host Country NOC President, a Paralympian, and Provincial Government were OCOG directors. In recent years, there was considerable evolution in terms of athlete representation since it first mandated for Beijing 2008. Since 2024, the IOC has mandated an OCOG board to have at least one recent, host country Olympian. Previously, for Tokyo 2020, the requirement was for only one recent, host country Olympian. For Rio 2016, the requirement was for a recent Olympian, either summer or winter, and for London 2012, an athlete who was either a summer or winter Olympian from the previous Olympics. The analysis also revealed that the IOC provided no gender mandates until Brisbane 2032.

The increased number of IOC-mandated directors has created larger OCOG boards. OCOG boards are inconsistent with best practice corporate governance guidelines. This speaks to a tension in polycentric governance between stakeholder representation and board size, composition, and structure.

Future research should incorporate Winter Olympic OCOGs into the analysis. Incorporating stakeholders represented by OCOG-appointed directors, and the director interlocks created by OCOG independent directors will create a more nuanced picture of OCOG governance.

# The Impacts of Corporate Sport Club Involvement on Employee Outcomes

Paul Yuseung Doh (Texas A&M University), Chanwook Do (Texas A&M University), & Minjung Kim (Texas A&M University)

As sport is an integral element of modern society, organizations are increasingly cognizant of the potential benefits of integrating physical activities into their corporate culture (Eichberg, 2009). Contemporary corporates consider supporting their employees' physical activities to enhance employees' productivity and well-being (Wilson et al., 2004). Supporting corporate sport clubs is one type of managerial strategies to enable sedentary employees to be engaged with physical activities. Besides enhancing employees' physical and mental health, participating in corporate sports helps employees engender positive attitudes and behaviours in the workplace (Brinkley et al., 2017). The purpose of this study was to empirically examine the influences of corporate sport club involvement on various employee outcomes, including organizational commitment, cultural intelligence, job satisfaction, and task performance.

Corporate sport clubs provide multicultural experiences, a periodical exposure to social interactions with various people (Aytug et al., 2018), indicating that corporate sport involvement will enhance employees' cultural intelligence (H1). Because involvement with corporate sport activities can be a vehicle to cultivate camaraderie and promote strong affiliation with an organization (Kim et al., 2013), it will positively influence their organizational commitment (H2). Employees who comprehend and appreciate diverse perspectives display increased satisfaction in their roles and responsibilities (Bücker et al., 2014). Thus, we expected that participants' enhanced cultural intelligence will positively impact job satisfaction (H3) and task performance (H4). Based on previous studies in organizational psychology highlighting the role of organizational commitment in enhancing employee positive attitude and productivity at work (Meyer & Allen, 1997), we hypothesized that organizational commitment will positively impact job satisfaction (H5) and task performance (H6).

The target population of this study comprises employees who regularly participate in corporate sports with their club members. The data were collected online through Qualtrics. With a final data set of 320 employees, we conducted confirmatory analyses to evaluate second-order construct (i.e., corporate sport club involvement) and a full measurement model. With the acceptability of a full measurement model, the hypothesized research model was tested with structural equation modeling, indicating an acceptable fit ( $\chi^2 = 703.84$ ,  $df = 396$ ,  $CFI = .95$ ,  $TLI = .94$ ,  $SRMR = .05$ ). All hypothesized paths were positive and statistically significant at the alpha level of .01, supporting H1 through H6 (H1:  $\gamma = .61$ ,  $SE = .05$ ; H2:  $\gamma = .65$ ,  $SE = .05$ ; H3:  $\gamma = .16$ ,  $SE = .05$ ; H4:  $\gamma = .31$ ,  $SE = .05$ ; H5:  $\gamma = .77$ ,  $SE = .04$ ; H6:  $\gamma = .53$ ,  $SE = .05$ ).

The results indicated that cultural intelligence and organizational commitment were critical outcomes of corporate sport club involvement, simultaneously positively influencing job satisfaction and task performance. Our findings theoretically expand the literature on the sport involvement and desirable organizational outcomes in business and management. Further, the study provides new insight into underlying mechanisms of corporate sport club involvement by considering the role of cultural intelligence in the organizational context. Practically, our results can help human resource management department facilitate corporate sport clubs for cultivating a healthy and productive work environment.

## Shifting to a Safer High-Performance Sport Culture: Coach and Administrator Perspectives

Alison Doherty (Western University), Eric MacIntosh, Shannon Kerwin, & Justin Robar

The voices of high-performance coaches and administrators must be heard in the movement to address maltreatment in amateur sport (cf. Gurgis & Kerr, 2021). The called-for shift to a safer sport environment requires ascertaining the perspectives of all those involved in safeguarding strategies (Bekker & Posbergh, 2022). Despite being held responsible, in part, for “fostering a fear-based culture” (Doherty et al., 2022a), by virtue of their roles in the sport system coaches and administrators are also held responsible for guiding the pivot to a safer culture. As key stewards of the culture of high-performance sport (MacIntosh et al., 2023), it is critical to learn from these sport leaders what that change can and should entail (cf. Gover et al., 2016). Thus, as part of a larger project investigating maltreatment in high performance sport, the purpose of this paper was to explore coach and administrator perceptions of best practices that should inform a roadmap for fostering a safer sport culture.

We spoke with a purposeful sample (Creswell & Poth, 2018) of 27 coaches and administrators from 23 different high performance sport organizations in Canada, through one-on-one semi-structured virtual interviews. These stewards shared what they have experienced, and believe are best, as mechanisms for a safer sport culture, that is inclusive, supportive, trusting, and enables optimal performance by all constituents. The interviews were transcribed verbatim and verified by the participants. We analyzed the data through a collaborative and multi-step approach (Patton, 2015), identifying themes in the coach and administrators’ perspectives of safe sport practices.

The coaches and administrators identified both principles and practices they believe will best serve a shift from a culture of maltreatment to a safer sport culture. The variety of practices address different aspects of the high-performance environment, focusing on athletes, coaches, administrators, and bystanders, as well as the sport system itself. They also highlighted principles that should frame sport reform, including zero tolerance, a duty of care, and immediate intervention. The variety of mechanisms for reform reflects the coaches and administrators’ grasp of the extent of the safe sport crisis, and the need for wide-ranging reforms.

The findings contribute new and critical perspectives about the principles and practices that may be accepted, reinforced, and rewarded as part of meaningful culture change (cf. Breger et al., 2019). We can also align, or contrast, the findings with previously gathered athlete perspectives about what should be the focus of safer sport efforts (Doherty et al., 2022b). Together, these insights inform theorizing about shifting high performance sport culture, and the roadmap to do so.

## Understanding the Process of Innovation in Sport Participation Development

Mark Drehlich (Deakin University), Kate Rowe (Deakin University), Pamm Phillips (Deakin University), Steve Swanson (Deakin University), & Nicky Ridgers (University of South Australia)

While previous research has acknowledged that sport organizations engage in innovative practices (Ratten, 2016; Tjørndal, 2016, 2018), there is a significant gap in empirical evidence regarding how sport organizations approach the process of innovation in sport participation (Best et al., 2021; Sotiriadou et al., 2014). Previous research has often framed the process of innovation within sport through an innovation management lens, precluding the nuances of sport as a consideration within the process of innovation (Corthouts et al., 2019; Hoeber & Hoeber, 2012; Winand & Hoeber, 2017). Little is understood about the innovation process within sport participation development contexts (Best et al., 2021), and its enablers and constraints (Beaudoin et al., 2015; Harris et al., 2020; O'Brien, 2021). Further, understanding how sport (i.e., sport clubs, officials, participants, etc) and non-sport (i.e., government and funding bodies) stakeholders influence sport organizations approach to innovation in sport participation development outcomes lacks empirical examination (Bjärsholm & Norberg, 2021; Khromin et al., 2014; McSweeney & Safai, 2020; Sotiriadou & Wicker, 2013). Thus, we know very little about how processes of innovation within sport participation development occur, and how they can be enhanced. By enhancing understanding of the process of innovation in sport development, this research aims to advance sport development practices and foster sustainable participation in sports.

This research will present preliminary findings are shared from a study that examined the processes of innovation in sport participation development from the perspective of practitioners. Adopting a constructivist grounded theory approach, theoretical sampling occurred in order to seek theoretical saturation and generate a theory grounded in the data (Charmaz, 2014). Semi-structured interviews were conducted with 23 sport managers from Victorian state sport organizations (n=18) and support and funding bodies (n=5). An inductive analysis process, incorporating the constant comparison of data was undertaken to develop a substantive theory, grounded in the perceptions of the participants experiences (Charmaz, 2014).

Preliminary findings reveal a seven-stage iterative process of innovation in sport participation development (Challenge/ opportunity, understand, ideate, develop, pilot, and implement, reflect/ continue), with sports often 'skipping' stages, or 'looping' back to iterate. The iterative process enables innovative sport development approaches to be continually challenged pursuing continuous improvement. Additionally, the findings highlight the impact that sport and non-sport stakeholders have in shaping sports approaches to, and influence upon innovation in sport development with both positive and negative outcomes.

The research extends previous sport management literature (Hoeber & Hoeber, 2012; Svensson & Hambrick, 2019 ) by articulating the process of innovation within a sport environment characterised by complex networks of sport and non-sport stakeholders. This study provides theoretical insights into the innovation process that can underpin sport organisations' strategies to attract and retain participants in sport. The findings offer practical guidance and insights for sport development managers which will be discussed.

## Disrupting the Status Quo: Gender Equity in Australian Sport

Eleanor Faulkner (Swinburne University of Technology), Adam Karg (Swinburne University of Technology), Jonathan Robertson (Deakin University), Emma Sherry (RMIT University), & Sen Sendjaya (Swinburne University of Technology)

Gender norms permeate and influence sport in a variety of ways that include, exclude, or marginalise individuals based on their gender (Friedman & Van Ingen, 2011). Although gender norms are often perceived as fixed, they do undergo slow, incremental change within societies over time. For example, Australia has witnessed changes to reshape gender relations over the past decade (Pavlidis & Connor, 2015). In sport this has led to the rapid adoption of practice and policy and the increased efforts to become more inclusive generally. This includes more equitable representation in participation, coaching and sport administration particularly within male-dominated sports (Australian Sports Commission, 2018). While such change highlights weakening of the traditional gender beliefs and assumptions; some sports prolong change, or their change attempts are simply unsuccessful.

Institutional work in sport has increasingly examined change, and more specifically, gender change (Nite & Edwards, 2021). This includes studies that have investigated 'work types' including creation (Dowling & Smith, 2016); maintenance (Micelotta & Washington, 2013) and work to disrupt institutions (Nite & Washington, 2017). Although institutional research has emphasised the external and institutional processes can disrupt institutions, research on how institutions are being disrupted by work of individuals and actors has had minimal focus within the institutional field and organisations (Greenwood et al., 2002; Greenwood & Hinings, 1996; Suddaby & Greenwood, 2005).

Specifically, while existing research recognises that institutions change over time (Robertson et al., 2022), little is known about how leaders within institutions in a sporting context (i.e., institutional entrepreneurship). Likewise, little is known about the leader's role on an institutional work perspective to challenging or maintaining existing gender norms in sport. To respond to these gaps, a qualitative, social constructivist approach was utilised to investigate the research issue, with a focus on the type of work leaders undertake as part of the change process. Semi-structured interviews (n=22) were conducted with CEO and General Managers of NSOs, SSOs and Government Sport Bodies. The collection was further supported by a singular case study approach (n=17) to further investigate leaders' roles across different levels of the institution. As such the research questions was: "How do different types of institutional work performed by leaders influence gender equity in sport organisations?".

Findings demonstrate that leaders have an acute awareness that gender equity is a prominent issue by leaders of institutions. However, leaders' actions are becoming strained over time and thus maintaining the status quo becomes the institutional norm. Further, findings showed that institutions are attempting to disrupt institutional norms, however leaders' actions turn to maintaining the institution when funding or resources become scarce. This presentation will focus on the disruptive actions undertaken by leaders in the institution and how these then lead to maintenance actions when under strain from societal change. The research contributes to wider institutional research concerning gender equity change both on a macro and micro level within institutions and highlights leaders' perceptions of the gender equity change process to date.

## **WTF? Where's the funding: Giving active recreation a sporting chance**

Dan Ferguson (Swinburne University of Technology), Adam Karg (Swinburne University of Technology), Amanda Benson (Swinburne University of Technology), Emma Sherry (Royal Melbourne Institute of Technology)

Sport is a part of the social fabric of Australia, with the majority of Australian's engaging with sport in some way (Hajkowicz, 2013). There is, however, evidence that the nature of participation and engagement with sport and recreation is changing. Participation levels in organised sport (particularly team sports) remain constant or declining while, at the same time, self-directed active recreation pursuits (such as running and gym/fitness) have experienced sharp increases (Australian Sports Commission, 2023), further exacerbated by the COVID-19 pandemic (Cameron, 2022). The societal shift from organised sport to informal active recreation means that managers and decision makers need to consider ongoing resourcing and policy development that maximises the opportunities for physical activity benefits to be realised. To this end, a greater focus on active recreation appears warranted.

Understanding how the built environment impacts physical activity is an important issue. This is particularly so given mounting evidence of the positive role that public open space use (i.e., parks, playgrounds, trails, and other public facilities) has on physical activity levels (Sugiyama, 2018, Costigan, 2017, Giles-Corti, 2005, Mowen, 2007, Sugiyama, 2015, Van Hecke, 2018, Veitch, 2017), in combination with the known changing trends in sport and recreation participation. In response to these changes, local government authorities (LGAs) are increasingly installing 'active recreation' infrastructure in public areas which is, in most cases, free to access and designed for social and non-competitive use (i.e., outdoor exercise equipment).

While this form of infrastructure is becoming more common, there is little evidence to understand LGAs approaches for deploying the infrastructure, or to measure and inform how it is used. Anecdotally, more financial investment, in particular at LGA level, is made in sport than active recreation. It is hypothesized that planning by LGAs commonly relies upon usage assumptions for the provision of infrastructure and varying internal and external influences impact decision making. As such, this research explores the following questions: Where do LGAs prioritise infrastructure investment? How do LGAs plan infrastructure provision? Why are LGAs infrastructure investment decisions made? What role does policy and data play in LGA infrastructure delivery?

To explore these questions, this presentation will present three research stages to frame an understanding of approaches to planning, funding and delivering active recreation infrastructure. These research stages include an analysis of Victorian LGA budgets, interviews with senior managers from Victorian LGAs focussed on investment models (n=8) and survey responses from Victorian and interstate LGAs (n=49). These findings seek to establish an evidence base of the current state of financial investment and contribute to a decision-making framework advocating for increased investment in active recreation infrastructure within an Australian LGA context.

## Empirically Testing for Niche Sports

Hunter Fujak (Deakin University), Carl Driesner (University of South Australia),  
David Shilbury (Deakin University)

Although niching has been well explored across the marketing, strategy, and consumer behaviour literature (Toften & Hammervoll, 2013), its application in the sport context to date has been atheoretical, resulting in pervasive inconsistencies within the sport marketing literature. Such inconsistency has derived from sport scholarship's adoption of anecdotal and subjective descriptions of 'niche sports' (Greenhalgh et al., 2011). This shortcoming is addressed firstly through an analysis of extant niche literature, to provide a conceptual framework to realign and guide future niche marketing sport research. This framework is underpinned by marketing's empirical generalisations and NBD-Dirichlet modelling, which offers a parsimonious methodology to identify niche brands (Driesener & Rungie, 2022; Sharp et al., 2002). An analysis of Australian sport participation is then performed, to empirically test for the presence of niche sports utilising the advocated framework. Data was obtained from Australia's large scale national population tracking survey AusPlay, with a final sample of 70,858 respondents and included 124 discrete sport and recreational activities. The empirical analysis reveals several sports and recreation activities to exhibit characteristics of niche positioning: Crossfit, Mixed Martial Arts, Equestrian, and Walking. These activities feature a base of participants who exhibit an exceedingly high participation frequency, elevated rates of sole loyalty to the respective activity and a disposition for the chosen activity to fulfil a disproportionate share of their overall product category requirements. In practice, such niche sport brands require divergent marketing strategies focused upon product quality, maintaining customer relationships and reinforcing internal dynamic capabilities (Barney, 1991; Kotler, 1989). The findings are conceptually significant, as they illustrate niche sport brands to exist in alignment to established niche marketing principles (Toften & Hammervoll, 2013). The study concludes with discussion of niche sport's potential idiosyncratic features, to provide a roadmap for future research.

# The Meaning and Relevance of Spaces and Places for Sport Consumption Experiences

Kirstin Hallmann (German Sport University Cologne)

Place and space are commonly used words in everyday language. However, their meanings differ across languages and contexts. Space often refers to a geographical location where sports take place (O'Reilly et al., 2015). Conversely, place is seen as people's personal space (Bale, 1996) that gives meaning to a specific location. Places gain significance through meaningful experiences and activities (Tuan, 1977), like participating in a city marathon. The space itself influences experiences we have in a particular space (Campos et al., 2018). A considerable body of literature has investigated place-making in the context of urban development or tourism (Dupre, 2018). However, a research gap exists concerning the spaces and places when consuming sports and the subsequent derived experiences. However, sport practice uses spaces and places. Therefore, this study aims to explore the meaning and relevance of spaces and places in sport consumption.

Short structured interviews were conducted with participants involved in individual sports and team sports. An interview guideline was created, informed by flow theory (Csikszentmihalyi, 2008), peak experiences (Maslow, 1961), and deep structured experiences (Ellis et al., 2019). The interviews aimed to capture the interviewees' perceptions about their sport consumption and related experiences. Spaces and places were not explicitly elicited through questions. In total, 96 interviews in nine sports were conducted. The interviews were content analysed using Maxqda and guided by flow and experience theories as well as conceptualisations of sport spaces and places in destination (Hallmann & Zehrer, 2022).

The analysis revealed nine experience dimensions (aesthetics, education, entertainment, escapism, hedonism, intercultural contact, sensory perceptions, social interaction, and spatial elements). Besides, the data showed that space was related to the living space (infrastructure, services, identity), destination space (experiences, attractions, mobility), and sport space (spatial practice, social sport space and emotional sport space). Visualisations of the content analysed data revealed that hedonism, sensory perceptions, spatial elements, escapism, aesthetics, and social interaction were often related to spatial practice, physical activity using sport spaces and places. Experiencing spatial elements was also connected to destination experiences and destination attractions. Sport was experienced through all senses, related to places and described as an escapist and aesthetic experience. One interviewee said, "I sat at the beach somewhere in El Salvador (...) at 05:30 am (...). I practised yoga with my buddies and it is a great start into the day and this is related more to the epic scenery at this moment [and place] than to the yoga session itself." This summarises the perceptions of most interviewees.

The identified experience dimensions are generally consistent with existing literature. However, none of the existing scales (Kim & So, 2022) includes all these dimensions. The identified experience dimensions could be used to conceptualise active sport consumers' experiences concerning spaces and places. Municipalities and destination management organisations can use these results and create spaces and places where sport consumers can live through these experiences. Co-creation should be also considered in this regard (e.g., Mathis et al., 2016). Thus, sport managers of community sport clubs should create sport activities which foster these dimensions, but also event managers can leverage the dimensions for active participants.



## **Sport Events as Engagement Platform for Sustainable Development – The Case of 2025 Nordic Ski World Championships**

Chris Horbel (Norwegian School of Sport Sciences), Anna-Maria Strittmatter (Norwegian School of Sport Sciences), & Kristina Hetland (Norwegian School of Sport Sciences)

Climate change and sustainability challenges are one of the greatest tasks of our time and have gained increased attention in all sectors, including the sport industry. Since sport is seen as a key driver for sustainable development, sport organizations are initiating measures that should nurture processes into sustainable transition (McCullough & Cunningham, 2019; McCullough et al., 2020; Orr & Schneider, 2018). Often, the 17 Sustainable Development Goals (SDGs) are used as starting point for strategic planning in the transition process (Lindsey & Garby, 2019). The Norwegian Sports Movement under the National Olympic Committee and Confederation of Sports and its underlying member organizations have specified that they will work for a more sustainable development in line with the SDGs. Cooperation between actors is seen as crucial in this process. In order to shed light on cooperation among actors in the process towards sustainable development, we use the specific case of major sport events to examine how they can be used as a platform for cooperation between actors to make contributions to sustainable development.

The theoretical framework underlying this study applies the perspective of value co-creation (Vargo & Lusch, 2016; Woratschek et al., 2014), and involves both the concept of engagement platforms (Breibach et al., 2014; Woratschek, 2020) and stakeholder theory (Clarkson, 1995; Freeman, 1994). We further draw lines to the legacy concept (Gratton & Preuss, 2008), because the focus of our analysis is understanding how sport events can contribute to sustainable development, rather than focusing on the sustainability of the event itself (Mair, 2019).

We apply a qualitative case study methodology (Yin, 2011). The case is the 2025 Ski World Championship which will be hosted in Trondheim, Norway. Data is generated from seven semi-structured interviews with members of the organizing committee as well as representatives of various stakeholders of the event. In addition, analysis of 20 documents that provide insights on stakeholder cooperation and strategic planning of a sustainable legacy from the event was included.

The main findings show that actors who collaborate through a sport event are concerned with the connection between the various dimensions of sustainable development. The organizing committee has a central role as the facilitator of the event as an engagement platform for co-creating contributions to sustainable development. This role includes both identifying relevant actors, promoting the platform and facilitating and coordinating the interaction and collaboration of the various actors. To do so, they organize workshops with open topics aimed to facilitate creativity and the development and discussion of ideas. In addition, actors are invited to participate in more specific projects, aimed for example at public health or the development of measurement of sustainable development outcomes, through which more concrete contributions can be made. The study contributes by increasing the understanding of the factors that are important for facilitating co-creation between various stakeholders of a sport event. It further provides insight to how a sport event can be used as a platform that can inspire sport event organizers and their stakeholders to contribute to sustainable development.

# Impacts of Fan Identification, Acceptance of Loss, and Moral Disengagement on Cyberaggression by Sport Fan: A Moderated Mediation Model

Jinyi Hu (Waseda University) & Hirotaka Matsuoka (Waseda University)

Unlike aggression within stadiums, advancements in information and computer technology have lowered the threshold, allowing more sports fans to engage in this toxic fan culture (Blodgett, 2020). Recently, increasing incidents of vicious cyber-aggression in the sport of figure skating have been reported by the mass media. Given the relatively young age of competitive figure skaters (Inoue et al., 2016), they are likely more vulnerable to cyber-aggression. With the focus on athletes' mental well-being, it is imperative for sport management researchers to broaden their scope and address the issue of cyber-aggression by sports fans.

Fan identification has been underscored as a key factor in on-site fan aggressive behaviour (Wann, Peterson, et al., 1999). However, Wann and his colleagues (2002) discovered that fan identification wasn't linked to trait aggression, indicating that future research should delve into exploring individual differences among fans.

As frustration-aggression theory (Zillmann, 1988) suggested, sport fan who experience frustration due to an inability to accept losses are more prone to displaying hostility expressions on SNSs. This study introduced acceptance of loss (Fernández-Campos et al., 2021) to understand fan behaviour as a whole package. Still, building on cognitive theory, when engaging in aggressive behaviour, to seek the balance of moral cognition, people usually distort the harmful behaviour itself or the negative consequences of the behaviour (Bandura, 1999). Thus, we focused on two specific forms of moral disengagement factors that pertain to online fandom: reconstruing the conduct and vilifying the recipients of maltreatment.

Thus, the primary objectives of this study are to (1) explore the influence of fan identification on aggression within the online context, (2) identify dispositional factors that may impact the fan identification-aggression model.

Online survey data collection methods were used to sample Chinese figure skating fans on Weibo (N = 833). The results of confirmatory factor analysis indicated that the overall fit of the measurement model was good (CFI = 0.96; TLI = 0.95; NFI = 0.95; RFI = 0.94; IFI = 0.96; RMSEA = 0.067), and the internal consistency, convergent validity, and discriminant validity were at an acceptable level. Then, Hayes' (2017, Model 89) PROCESS macro for SPSS was utilized to test the moral disengagement constructs as moderating variables, with fan identification as the independent variable, acceptance of loss and aggressive affection as mediators, and cyber-aggressive behaviour as the dependent variable.

The results revealed that fan identification significantly predicts aggressive affection rather than constitutes the direct cause of cyber-aggressive behaviour. Moreover, acceptance of loss and aggressive affection serially mediated the relationship between fan identification and cyber-aggressive behaviour. Furthermore, the positive relationship between aggressive affection and cyber-aggressive behaviour was moderated by sub-constructs of moral disengagement.

These findings enrich the understanding of the original fan identification aggression model, highlighting the importance of the psychological process and dispositional factors in fans' cyber-aggressive behaviour. Making sports fans aware of the unethical nature and negative consequences of cyber-aggression through strategic communication, including an emphasis on empathy and respect, can foster appropriate fan bases in the digital realm.

## Researching Research: Experiences of Sport for Development Researchers on the Manuscript Publication Process

Jenn M. Jacobs (Northern Illinois University), Carrie LeCrom (Virginia Commonwealth University), & Meredith Whitley (Adelphi University)

In the last few decades, a multitude of sport-related research has been published around the phenomenon of using sport as a developmental tool for positive societal change (Schulenkorf et al., 2016). Thus, sport for development (SFD) has emerged as a burgeoning field of cross-disciplinary study, spanning several sectors including management, psychology, sociology, politics, public health, and pedagogy (Whitley et al., 2022). The growing field's empirical reach has been global, attracting researchers studying a variety of SFD ventures in community, academic, corporate, non-governmental, and political settings.

However, despite its rapid growth since the 1990s (Svensson & Woods, 2017), the formality and legitimacy of the SFD field as a stand-alone entity has not been established. Some research has sought to address the current critiques of the field, citing the isolated, unorganized, and neocolonial nature of the work (Kidd, 2008; Massey et al., 2015). This critique, taken along with the field's novelty and transdisciplinary structure, presents a unique challenge for SFD, i.e., that there is an overall lack of clarity on its unifying research identity and how its knowledge should be disseminated. More specifically, there is discrepancy on a universal definition, alignment on where SFD research should be published, and established systems for how the publication process can best minimize bias, offer effective and efficient outlets for academic researchers, and foster knowledge on diverse topics for readers.

Therefore, the purpose of this study was to explore the integrity of the publication process in SFD, including insight on the writing, submission, and reviewing process as experienced by members across the academic community. Research questions included: (a) What are the experiences of SFD researchers as it relates to publishing their research? and (b) What trends and challenges exist in the publishing process?

Participants included 20 university faculty members from universities primarily located in Australia, Canada, New Zealand, Europe, and the United States. The sample included 10 males and 10 females, with 13 identifying racially as White, 4 Asian, 2 Black, and 1 Hispanic. The authors intentionally selected a sample that was evenly distributed across early career, mid-career, and established career faculty, which was defined by years publishing and number of articles published. The study employed interviews as the data collection methodology, with the researchers using a virtual platform to interview participants for approximately 1 hour each.

Data was analyzed both inductively and deductively (leaning into the theory of double loop learning; Argyris, 1991), and generated a list of themes that included: (a) "*playing the publishing game*," describing the pressure to retrofit data collection and the writing process to the expectations of a journal; (b) "*rank implications*," which captured the tensions around the submission process for faculty of different ranks; and (c) "*reviewer frustrations*," which defined challenges around the exclusionary nature of journal outlets (e.g., sport vs. non-sport journals, overlooking marginalized populations due to small samples or narrow focus) as well as negative feedback regarding reviewer etiquette. Potential limitations of the study include only focusing on one stakeholder in the publication process (e.g., authors), as well as the authors' positionality and biases that may have influenced how the research questions were framed or interview questions were asked.

Overall, this presentation will offer insights on the experiences of publishing in the SFD field, for the purpose of enhancing understanding among researchers and improving the knowledge sharing process through clear, rational, and ethical dissemination of quality work.

## **Enacting Gender Equity Policy in Community Sport: Exploring Key Actors, Drivers and Resistance to Change**

Ruth Jeanes (Monash University), Nadia Bevan (Monash University), Kathryn Henne (Australian National University) Fiona McLachlan (Victoria University), & Madeleine Pape (University of Lausanne)

The previous five years have witnessed increasing policies and investment seeking to advance gender equity within all levels of sport in Australia (Toffoletti and Palmer, 2019). In Victoria, the State Government in 2017 established the Office for Women, Sport and Recreation (OWSR) representing a significant government investment in supporting women's sport and addressing current gendered inequities (Victorian Government, n.d.). The OWSR has been responsible for developing policies attempting to govern gender inclusion, distributing funding and raising the profile of women's participation more broadly. In late 2022 OWSR announced the 'Fair Access Roadmap policy' which places local governments as key policy actors in the drive for gender equity in local sporting clubs. This paper examines the complexities of state level policy enactment at a local level, examining the tensions and possibilities of top-down policies seeking to support gender equity within volunteer-led community sport clubs who are presumed to comply with top-down policies (Adams, 2023).

The paper applies feminist and intersectionality theory (Carasthathis, 2014), in tandem with Ball's theories of policy enactment (Ball, Maguire & Braun, 2012) to critically analyse policy enactment processes. The paper will specifically explore the role of local government, as key policy actors, in driving and supporting gender equity agendas within community sport. Drawing on reflective thematic analysis (Braun and Clarke, 2019) with 10 online interviews from 9 local government areas across metropolitan Melbourne and regional Victoria, the study illustrates a lack of clarity around the 'Roadmap' policy, who's responsibility enacting the policy is, and how local governments will implement and monitor local sporting club's engagement with gender equity agendas and policy. Despite controlling how key resources are distributed to sports clubs at a local level, including facilities and funding, many felt driving gender equity agendas was peripheral to their core role, not the responsibility of local government and policy was too challenging to properly implement without further resources. Enactment theory is used to consider key drivers and resistance to gender equity at local level and suggest how policy frameworks could be enhanced to better support community clubs to engage with gender equity ambitions.

## **Social Connection via Community Sport: Maximising Social Infrastructure and its Benefits**

Adam Karg (Swinburne University of Technology), Ian O'Boyle (University of South Australia), Rochelle Eime (Victoria University), Carleigh Yeomans (Swinburne University of Technology), Leila Heckel (University of South Australia), Jayme Verhagen (Swinburne University of Technology), & Jane Farmer (Swinburne University of Technology)

Social connection develops and provide benefits in various contexts. As well as preventing adverse physical and psychological health outcomes (Farmer et al., 2019), social connection, built across individual, community and national levels, generates wide ranging social and community value (Evans et al., 2015) along other forms of social capital and outcomes (Forsell, 2020; Lee et al., 2013; Ma, 2019, Skinner et al., 2008). Social connection is a demonstrated outcome of sport and physical activity participation (Hoye et al., 2015 Nicholson & Hoye, 2008), alongside physical and mental health benefits. While the latter are more directly realised via sport activities, and arguably better understood, importance should be placed on understanding how social connection happens, and how it can be maximised in sport settings.

The supporting components or success factors for social connection, generally and within sport, include the places and spaces, organisations and partnerships, policies and strategies, programs and people that form part of the delivery of an activity (Farmer et al., 2019; Skinner & Zakus, 2008). In the setting of community sport, these components include multiple levels of governing bodies and clubs; places such as parks, stadiums and other places to train and play; people within clubs and sport organisations that deliver sport experiences; and programs that take place. Here, research identifies the general infrastructure that supports connection, but there remain opportunities to methodically and purposefully understand the role of these components in delivering social connection outcomes.

Specific to sport, we know little about how the components of community sport's social infrastructure actually deliver these benefits. It is, therefore, difficult to develop or guide practices that governing bodies and community sport organisations can use to maximise the outcomes of sport participation. As such, the aim of this research is to investigate the social infrastructure and social connection outcomes of community sport. We utilise sport as a setting where purpose driven gatherings are fundamental in the creation of meaningful relationships and support networks (Glover & Sharpe, 2021) and where community-based social infrastructure is both critical and prominent (Karg et al., 2021).

This presentation reports on two studies where social connection and related outcomes have been explored. First, we provide evidence of social connection and related outcomes based on individuals' engagement with sport, leisure and community activities. Here, we utilise data from two large scale quantitative survey projects (between n=600 and n=2000) deployed to representative population samples via commercial panel providers. Second, we present a detailed social infrastructure for connection framework based on manager interviews and audits of social infrastructure across eight sports (including interviews with national and state sport organisations in each sport). The studies contribute to the empirical base that supports a connection between sport activity and social connection outcomes. Further, we provide a detailed manager-informed social infrastructure framework to guide investigation of community sport and social connection and maximise the impact and measurement of its outcomes.

# Examining the Gender Pay Gap in Surfing Competitions: A Study on Women Surfers' Experiences in Australia

Ece Kaya (UTS Business School) & Leila Khanjaninejad (UTS Business School)

The gender pay gap in the sports industry has been a topical issue in women's sports, in the past few years. For example, in the longboarding competition at North Curl Curl, NSW, Australia in April 2021, Lucy Small received \$1,500 in prize money while the men's winner on the same day was awarded \$4,000. In thanking the sponsors, Lucy asked the pertinent question: "Why is our surfing worth half of the men's prize money?" (Allman, 2021). Lucy's comment highlights that "there is no law in NSW standardising prize money or requiring sporting clubs to pay men and women equally" (Allman, 2021, p. 25).

Despite significant advancements in gender equality in various fields, the issue of pay disparity continues to persist in sports (Morgan, 2021), including surfing. The surfing industry is seen as a male-dominated culture with male surfers portrayed as aggressive, competitive, powerful and privileged (Wheaton and Thorp, 2018). Therefore, success and monetary rewards are measured according to standards that are determined by this hegemonic masculinity (Ford & Brown, 2005; Franklin & Carpenter, 2018). According to Schmitt and Bohuon (2022), the institutionalisation of surfing initially excluded women and partnerships with sponsors have traditionally favoured men over women to finance competitions. This resulted in significant inequality between men and women surfers. Women surfers have been provided fewer opportunities to compete and have been paid less to finance their professional needs. *"Although pay is the most visible topic in discussions of sports equality, broader respect for women's competitions and the provision of support services are just as important"* (Nimphius, 2021).

In its 2023 rulebook, Surfing Australia has added a pay parity section, mandating clubs to offer equal prize money in events affiliated with Surfing Australia (Surfing Australia, 2023). However, the question remains why the pay discrepancy in surfing competitions still exists and why the gender inequality in the surfing industry has not been eradicated yet at the grassroots level. Limited access to resources, and unequal representation still results in disproportionately low recruitment and retention rates for women surfers. This not only undermines diversity but also poses integrity risks as the industry limits its own potential for growth. While there is a considerable body of research examining the cultural dynamics and gender relations within the surfing industry, insights, and research on understanding the subjective experiences of women surfers about the pay gap have been scarce.

This paper concerns the first phase of an ongoing research project and presents the underlying factors perpetuating inequality in surfing and the pay gap. In this phase, we conduct media analysis of publicly available news and documents from surfing competitions in Australia to contextualise the status quo of women surfers in relation to revenue and prize money and determine the factors influencing the existing disparities. In the second phase, semi-structured qualitative interviews will be conducted with Australian women surfers to gain insights into their experiences, challenges, and perceptions regarding the gender pay gap in surfing. Thematic analysis will be applied to identify recurring themes and patterns within the narratives, allowing for a comprehensive understanding of the complex dynamics at play. By giving voice to these experiences, our research aims to contribute to the ongoing dialogue on gender equality in sports, particularly in the realm of surfing by focusing not only on the gender pay gap and inequity in the sports industry but what this means for women surfers in terms of recruitment, retention, and integrity risks. Ultimately, by illustrating discrepancies and systemic barriers, our research aims to draw attention to the professional careers of women surfers and how gender equity is perceived in the sport industry.

# Exploring Technology Adoption Factors in Live Sport Media: Using the Technology-Organisation-Environment (TOE) Framework

Sanghyeon Kim (Swinburne University of Technology)

This research project aims to investigate the factors influencing the adoption of media technology in the rapidly evolving landscape of live sport events. With the overarching theme of "Facing the Future – Academic Research Supporting Industry Practice," this study aligns with the conference's focus on bridging the gap between academia and industry.

The value of sport media has experienced exponential growth in recent years, driven by themes of globalisation and technological advancements (Westerbeek & Karg, 2022). Specifically, technology, digitalisation, and innovation have played a key role in improving the viewing experience and engaging more fans (Karg, 2022) during the live sport. The media technologies adopted within, or concurrent to live sport media include advancements in televisual technology for production, digital and social media (Sturm, 2020), over-the-top live sport streaming (Hutchins et al., 2019), second screen experience with in-game statistics, betting or fantasy sports (Schlegel & Hill, 2020). However, the adoption of technological advancements in live sport media has not been extensively studied, and it remains a critical research area with a focus on its significant role in production, delivery, and consumption (Fujak & Frawley, 2022).

To address how technologies are adopted in the live sport media context, this research project employs the Technology-Organisation-Environment (TOE) framework (Tornatzky & Fleischer, 1990) as a theoretical lens to explore various factors (facilitators and barriers) related to technology adoption at the organisational level. Through a systematic literature review, key factors within the TOE framework, including technological, organizational, and environmental factors, have been identified. Relative advantage, compatibility, complexity, trialability, observability, technological competence, and technological readiness are major technological factors, while top management support, firm size, and organisational readiness are the most influential organisational factors. Meanwhile, competitive pressure, government pressure, industry type, and customer attitude are the most frequently suggested environmental factors.

Based on the TOE framework and identified factors through the systematic literature review, semi-structured interviews will be conducted as the data collection method. The approximately 15 interviews will involve major organisational stakeholders, including sport organisations, media organisations, and technology firms in the sport media industry in Australia and South Korea. Australia and South Korea are selected due to their similarities in robust sporting cultures, widespread fan engagement and technologically advanced environments as well as their different sporting contexts (i.e. baseball, soccer, and esports are popular in South Korea while cricket, rugby and AFL are popular in Australia) to explore cross-cultural insights. The collected data will be analysed using content analysis. This qualitative approach aims to understand the factors that influence the adoption of media technology in live sport and extend the theoretical framework of the TOE framework in the context of live sport.

The research findings will be presented, offering valuable insights and recommendations for stakeholders. These insights will enable the stakeholders to effectively adopt and integrate media technologies in their operations. By presenting these findings, the study intends to bridge the gap between academic research and industry practice, fostering collaboration and informing the decision-making process in the fast-paced and dynamic landscape of live sport media.

## The Impacts of Nature-based Physical Activity on Minimalism Intention through Nature Connectedness

Keita Kinoshita (Nanyang Technological University, Waseda University), Yunfan Wu (Waseda University), Zhang Yi (Waseda University), Akihiko Masuda (University of Hawaii at Manoa), & Shintaro Sato (Waseda University)

Global urbanization has fostered the separation of human beings from nature (Turner et al., 2004), and unequal societies have promoted a culture of social comparison (Carvacho & Álvarez, 2019). These social characteristics influence people to believe that the possession of materials is a symbol of status and power (Richins, 1991). As consumerism and materialistic values have potentially negative influences on individuals and society (e.g., Dittmar et al. 2014; Kasser 2002), the trend in our society should not be overlooked. In contrast, some companies, such as Muji, suggest a simple life through their simple products, valuing the idea of minimalism, which become an increasingly popular lifestyle (Lloyd, 2020). Although materialism and minimalism are not bipolar concepts, researching minimalism is essential for contemporary society. The construct of minimalism has recently been developed and defined as "a value that encompasses the mindful acquisition and ownership of few, curated possessions, with a preference for a sparse aesthetic (Willson & Bellezza, 2022, pp. 801-802)". The researchers argue that the desire for catharsis from overconsumption may develop a minimalistic value. Therefore, consistent with the findings that exposure to nature would reduce social comparison (Gatersleben et al., 2018; Joye et al., 2020), immersion in nature may facilitate the catharsis effect; we hypothesized that the increased connection to nature through engaging in nature-based physical activities would be positively associated with minimalism value/behavioural intention.

We conducted two studies. The first study is a cross-sectional study to capture the correlational relationships. The second study collected two-wave panel data on the weekend (Time 1) and subsequent Monday (Time 2). Study 1 collected 397 Japanese participants (female = 54.4 %) through the Japanese market research firm (Cross-Marketing Inc.), with an average of 44.19 years old (SD = 14.21). The study measured time spent in nature-based physical activities (e.g., nature walking, hiking, surfing, etc.) during the previous year (Jackson et al., 2021), nature connectedness by Nature Relatedness Scale (Nisbet & Zelenski, 2013), and minimalistic value (Willson & Bellezza, 2022). Study 1 found that engaged time in nature-based physical activities was significantly associated with minimalistic value through nature connectedness ( $\beta = .07$ , SE = .03 95% CI [.02, .13]) (Figure 1). Additionally, Study 2 collected 655 Japanese participants (female = 50.6 %) with an average age of 46.22 years old (SD = 13.17) for both the Friday baseline survey (T1) and the next Monday follow-up survey. The results showed that nature-based outdoor activity time during the weekend was positively associated with the minimalism behavioural intention (adopted from Willson & Bellezza, 2022) on Monday through the residual change score of nature connectedness ( $\beta = .014$ , SE = .007 95% CI [.002, .03]) (Figure 2). Accordingly, the result suggests that nature-based physical activity may be significant for developing minimalism consumption through the increase of nature connectedness. The findings contribute to, in line with sustainable development goals, theoretical and practical points in sport management by demonstrating the potential influence of nature-based physical activity, including outdoor sport participation, on an important consumption behaviour for the recent society.



## Effect of Event Attachment on Place Attachment and Behavioural Intention of Suzuka City Marathon Participants -Comparison between Motorsports Fans and Non-fans

Shun Konda (Suzuka University), Kazunori Maeda (Kochi University of Technology), & Kozo Tomiyama (Osaka University)

Although marathon events are gaining popularity worldwide, a bias is likely in the number of participants visiting attractive tourist destinations. The commoditization of marathons is accelerating, and securing participants requires a uniqueness that differentiates them from other marathons. This study focuses on marathons held in circuits where motorsports fans stop to visit. The motivations of marathon event participants are related to event attachment (Filo et al., 2011a), which differs depending on participants' intentions (Okayasu, 2021). Event attachment is an antecedent of place attachment (Tsaour et al., 2019), both influencing behavioural intention (Zhang et al., 2019). The theory of planned behaviour is employed when explaining the factors that influence behavioural intentions (Ajzen, 1991); behavioural intention is expected to vary according to the demographics (Tani et al., 2016). This study aims to determine the influence of event attachment on place attachment and behavioural intention of marathon participants in the content of motorsports fans and non-fans.

The research methodology involves a questionnaire survey of Suzuka City Marathon participants, which took place on December 18, 2022. Survey forms were distributed and collected after the runners reached the finish line at the venue. Among the 700 distributed questionnaires, 663 were returned. The number of valid responses was 385, which included 325 in the 10 km category. The survey items included three factors (functional, emotional, and symbolic meaning), six items from event attachment (Filo et al., 2011a), seven place attachment items (Kyle et al., 2003), and two behavioural intention items (Oshimi & Harada, 2017), measured on a five-point Likert scale. The data analysis involved hypothesis testing using multiple-group SEM with the three event attachment factors as independent variables, behavioural intention as the dependent variable, and place attachment as a mediating variable. The respondents were 89.5% male, 10.5% female, and 36.3% were in their 40s. Overall, 46.5% of respondents were residents of the host prefecture. Moreover, 59.4% of participants were fans of motorsports. The CFA results for the hypothesized model satisfied the AVE and CR criteria. And the multiple-group SEM for motorsport fans ( $n=193$ ) and non-fans ( $n=132$ ). The analyzed model employed a robust measurement invariance model with the lowest AIC ( $\chi^2 / df = 2.29$ , CFI = .90).

The results showed that both groups were more likely to report that emotional meaning had a positive effect on behavioural intention (motorsports fans  $\beta = .95$ ,  $p < .01$  / non-fans  $\beta = .92$ ,  $p < .01$ ) and place attachment (motorsports fans  $\beta = .54$ ,  $p < .01$  / non-fans  $\beta = .31$ ,  $p < .05$ ). Motorsports fans' place attachment positively influenced behavioural intention ( $\beta = .24$ ,  $p < .05$ ) and the indirect effect from emotional meaning to behavioural intention through place attachment was statistically significant ( $\beta = .13$ ,  $p < .05$ ). Although the timing of the survey suggests caution in interpreting the results, the findings demonstrate that marketing giving new meaning to the sacred place of other sports fans may foster another heritage sports experience (Higham & Hinch, 2018).

## Advancing Management Integrity through Hard and Soft Law

Maria Krambia-Kapardis (University of Cyprus) & Andreas Kapardis (University of Cyprus)

Sloane et al. (2004) point out that while in North America club owners and league organizations attempt to maximize profit, in Europe more emphasis is placed on utility maximization. Soccer teams in Cyprus, a member of the European Union, adhere to both profit maximization and utility maximization. Thus, on the one hand utilizing the shareholder theory, in a “free economy,” the responsibility of a business would be “to use resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competitions, without deception or fraud” (Friedman and Friedman 1962, p. 133). Consequently, when there are no returns to the investment it is expected that the owners would either sell the business or try to make a profit through illegal means. At the same time the executives appoint others to manage the business on behalf of the owners. These are the agents who have a responsibility to conduct business in accordance with the shareholders’ interest, which is generally to make as much money as possible and maximize their wealth (Castello, 2013). Hence, both shareholders and managers should achieve this goal by complying with the rules of the game, which include acting honestly and in good faith. At the same time, however, as profits are significantly higher for teams that win, team investors and management team in Cyprus, do their utmost to acquire players who will increase a team’s likelihood of winning games and consequently, increasing the business’ profit and market value. It should be noted in this context that in Cyprus applicable Corporate Governance Regulations as well as other corporate reporting requirements are not mandatory for soccer clubs and there are no sanctions for those who breach them.

Drawing on findings from a research study in Cyprus in April 2022 that utilized an online questionnaire and was concerned with obtaining answers to three research questions pertinent to match fixing, namely who the initiators are, why is it taking place and what is the best way to prevent it. It was found that management has a pivotal role in soccer match fixing. The number of usable survey respondents was over 300 from teams in all the leagues and comprised soccer players- amateurs and professionals, referees, coaches, team management, and players’ agents. It was found that those who initiate match fixing are team management and they do so because of the teams’ financial difficulties.

One policy implication of the findings is that sport international regulators (e.g., FIFA) ought to set the tone and ask national regulators to implement hard and soft laws otherwise their teams would not be allowed to play in international tournaments etc. The authors of the current paper recommend that for teams to be in national leagues they would need to comply with legislations that safeguard the integrity of sport. Such legislation can follow the European Councils (2018) logical framework that expects (a) disclosure of annual audited accounts, (b) the board of directors ought to meet the fit for purpose, effective and self-sustaining rules, (c) there ought to be diversity in the board and (d) the governance principles ought to be complied with. Another policy implication is the implementation of self-regulation that will ensure each team/business (a) implements a code of conduct which will address conflict of interest, restrictions on multiple roles which an individual can occupy, rules on offering and receiving gifts/sponsorship (b) appoint an ethics officer who will be equipped to receive complains, allegations of any illegal or unethical activity, (c) carry regular risk management, and (d) members ought to be able to bring about change in leadership if needed. Failure to comply with the hard and soft laws will attract penalties depending on the severity of the violation, in addition. The hard law approach in combating match fixing has its limitations. Therefore, it is argued that match fixing prevention should be enhanced through the implementation of a code of Ethics, a crucial investment for future generation of players. Finally, it is argued that global regulators should formulate and enforce the same regulation regime in soccer in both large and small countries.

## How to Conduct Marketing Studies with Professional Sport Teams?

Eddie T. C. Lam (Cleveland State University)

The purpose of this seminar will be to deliberate the procedures in conducting marketing studies with professional sports teams. The target audience will be those who play different roles in the sport management discipline (practitioners and/or academics). First, the technique to nurture a close relationship with professional teams and how to build common goals in marketing studies that can benefit those who involve will be introduced. Then the contemporary issues in questionnaire design will be discussed with an emphasis on establishing the validity of the measuring instrument pertaining to sport marketing, including (a) face validity, (b) content validity, and (c) construct validity. The main purposes of these validities are to establish an instrument's ease of use, clarity, and readability as well as to establish the measuring 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 exploratory factor analyses (EFA) will be explained. Specifically, 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 marketing or sport management research studies will be presented and discussed. Next, various techniques and procedures in executing the survey will be illustrated. In addition, the audience will be familiar with different types of data management and how to generate meaningful reports that tailor to the needs of the professional teams. Lastly, the seminar will be ended with a brief introduction of confirmatory factor analysis for those academics who want to validate their measuring instruments and publish their reports in journals based on the scale development and validation model (e.g., Lam, Zhang, & Jensen, 2005).

Overall, this seminar provides techniques in survey design as well as fundamental and advanced measurement theories, and the application procedures will be introduced and discussed in a tutorial fashion without statistical jargon to accommodate audience with diverse backgrounds. There will be ample opportunities to go over a variety of surveys that have been used in various professional sports studies in the United States, including National Basketball Association (NBA), Women's National Basketball Association (WNBA), Arena Football League (AFL), Major League Baseball (MLB), Minor League Baseball (MiLB), American Hockey League (AHL), just to name a few.

## **Too Old to Change? Investigating the Relationship between Core Product Changes and Customers' Loyalty: The Case of the Davis Cup Rebranding**

Bo Li (Miami University), Stirling Sharpe (University of Canberra), Olan Scott (Brock University), & Jingxian Zhang (Limestone University)

The Davis Cup is the most historical international team event in men's tennis and one of the most watched of all global team tournaments (Bodo, 2018). In 2018, the International Tennis Federation (ITF) decided to transform the Davis Cup from a four-weekend event to a one-week season-ending 18-team nation "World Cup of Tennis" (Tingor, 2019). These drastic changes have received both supportive voices and severe criticisms. Supporters contended the new format addresses some issues associated with the old format, such as its lack of television friendliness, the absence of star players, and its hard-to-follow schedule. Opponents argue the "soul" of the event, including its unique traditions such as the home-and-away ties, have been lost.

Rebranding is a common strategy for businesses to enhance brand relevance and improve their business operations (Melewar et al., 2012). However, elite sport organizations and events rarely undertake a full-scale rebranding, as the process is associated with high-level risk and is seen as expensive and laborious (Gotsi & Andriopoulos, 2007). The rebranding process of the Davis Cup demonstrates a revolutionary change for this long-standing event. It involved a name change, format adjustments, rule alterations, and business model renovation.

The rebranding in sport literature has already examined the impacts of logo changes on customer behaviours (Ahn et al., 2013), the impacts of name changes on attendance (Agha et al., 2016), and the driving forces behind rebranding processes (Walsh et al., 2018). However, there is a lack of research exploring the effects of a core product change on customers' perceptions. Therefore, this study used the Davis Cup rebrand as an example to explore how tennis fans reacted to its rebranding, including their attitudes toward the logo change, name change, and format change. Additionally, the study also explored how their attitudes on these areas could impact their satisfaction level and eventually influence their brand loyalty.

An online survey was distributed during the 2021 Davis Cup Finals by a globally well-known tennis journalist from the New York Times on his Twitter account. A total of 836 respondents answered the survey. The survey instrument contained five sections: 1) demographic information, 2) attitudes toward logo change, name change, and format change, 3) satisfaction, and 4) brand loyalty. Three 7-point Likert items (Plewa et al., 2013) were adopted and revised to measure fans' attitudes toward logo, name, and format change. Three items from Ali et al. (2019) study were adapted to examine satisfaction, and four items adapted from Chaudhuri and Holbrook (2001) were included to measure brand loyalty. Two open-ended questions were added to the survey to better understand fans' perceptions of rebranding.

Results show that name change, logo change, and event format change significantly and positively affected brand satisfaction. Findings also highlighted that event format change exerted a stronger influence on customers' satisfaction with rebranding. Moreover, these results indicate that rebrand satisfaction positively impacts fans' event loyalty. These results, alongside the qualitative themes, will be shared at SMAANZ 2023.

## Local Sport Integrity Systems: West Australian Case Study

Genevieve Lim (University of Canberra), Catherine Ordway (University of Canberra), Julie Cooke (University of Canberra), Lisa A Kihl (University of Minnesota), Adam Masters (Australian National University), Bram Constandt (Ghent University), Lisa Muir (Sport Integrity Australia)

Following a recommendation of the 2018 Review of Australia's Sports Integrity Arrangements, a National Integrity Framework was developed by the newly created federal agency Sport Integrity Australia. The Framework establishes rules around behaviour that sporting participants must comply with and an independent complaint handling mechanism. Key policies of the Framework include child safeguarding, match-fixing, member protection, and improper use of drugs and medicines.

National Sporting Organisations (NSOs) have been invited to formally sign up to the Framework and implement its policies through state and club membership structures. While several NSOs have adopted the Framework, it is unclear how local sporting organisations are approaching and implementing its policies in different Australian jurisdictions. This raises questions about the components of local integrity systems, how they are managed and the consistency of Framework implementation.

An integrity system consists of individuals, institutions, policies, practices, and agencies that contribute to safeguarding and promoting the integrity of an organisation (Hoekstra et al., 2023; Huberts & Six, 2012). Limited empirical research exists mapping the components of local club and state association sport integrity systems that are based on a national sport integrity system. Emerging work by Ordway et al (2021) used Kihl's (2019) national sport integrity framework to examine Coalition of Major Participatory Sports (COMPS) in the ACT. COMPS includes Australian rules football, basketball, cricket, football (soccer), hockey, rugby union, rugby league, netball, and tennis.

Ordway and colleagues found that organisations used a configurational approach to integrity system development and implementation. Administrators responsible for integrity were highly qualified, the ethics infrastructure (compliance, such as monitoring and investigations) and values (e.g., code of ethics, encouraged dialogue, leadership) were well developed and coordinated. Despite this important research, there is more opportunity to investigate local sport integrity systems, including different types of systems, their components, their coordination, and how these are managed based on a national framework.

Building on the work of Ordway et al. (2021), we examined the components and processes of Western Australian (WA) local sports integrity systems, focusing on the same sports comprising COMPS ACT. WA organisations differ from those in the ACT in demography and culture which may influence the actors, institutions, policies, practices, and agencies that contribute to safeguarding and promoting sport integrity.

Two research questions guided the study: 1) what components and elements make-up each sport integrity system? And 2) how is each system coordinated? Primary data will be collected via semi-structured interviews with administrators responsible for integrity and secondary data via club websites, policies, and strategic plans. Data collection and analysis is on-going. Drawing from grounded theory and thematic data analysis techniques, an integrity system profile for each organisation will be developed.

The presentation will outline the scope of the Local Sport Integrity Systems project and present early findings from the first interviews in WA, including insights and observations through comparison with Ordway et al. (2021). The presentation will identify opportunities for future research to extend our understanding of coordination and capacity needs of local integrity systems to promote integrity and mitigate risks.

## **Stimulating Sports Consumption: Business model innovation and the relationship with their urban ecosystem factors**

Shuyang Liu (Soochow University), Jiahong Wang (Soochow University)

Sports consumption is considered as the new driving force for economic growth in China, as the Chinese government targets a 2% GDP contribution from the sports industry by 2025. Under such vision, China encourages municipal government to make support innovation from the sports sector and hence stimulate the sports consumption in the region. This research focuses on the organisations that provide sports-related products and services to customers, including producers of sports gear, businesses that offer sports trainings and courses, and professional clubs that provide entertainment through matches. The research examines how different organisations innovate their business models and how the ecosystem factors in their cities impact on their strategic decisions on their business models.

The theoretical ground is based on the concepts from management study, which are the business model innovation (BMI) and the business ecosystem. Management research indicates that the process, extent and effectiveness of an organisation's BMI is affected by the ecosystem factors (Foss & Saebi, 2017; Gawer & Cusumano, 2014). Moreover, managerial cognition of organisation leaders plays a key role in their strategic decisions as their opinions can be affected by ecosystem factors as well (Chesbrough & Rosenbloom, 2002; Martins et al, 2015). This research applies the general management concepts to the sports market, regarding the target cities as business ecosystem and evaluating how organisations in the sports market interact with the urban ecosystem factors such as government, local customers, related corporates or other stakeholders. The research explores how leaders of studied organisations perceive those ecosystem factors and how do they make changes on their business model according to ecosystem factors, consequently determining how they create and capture value by providing sports-related products and services. It fills the gap in the study of the Chinese sports market and sports consumption in China as current research was primarily taken in the eyes of customers by focusing on customer behaviours, but neglecting organisational level study and lacking understanding on how does value creation of organisations trigger consuming behaviours from customers.

Case study was conducted to investigate multiple organisations from a variety of cities, with primary data collected from semi-structured interviews with key decision-makers of organisations and also a range of secondary data collected as supplement. The study is completed with a sample of 32 various organisations and 51 interviews from those organisations. The result suggests that leaders of organisations have core impact on firms' BMIs, particularly for small and medium enterprises (SMEs) that the strategic decisions can be made only by one person. Meanwhile, organisation leaders regard government as the most significant ecosystem factor, ahead of other key factors such as local economic level, market size and geographic resources. Favorable policies and fund subsidisation are top two government support desired by organisations, which directly drive them to innovate their products and services, to explore new market segments or even to re-locate for better support. However, the shift of policy is the most worrying uncertainty for organisations as they look forward to a consistent and sustainable business ecosystem. The research also finds that leaders of organisations who consider their received government support is adequate and their urban business ecosystem being stable and viable, are more willing to continuously modify their business models and emphasise on innovation, resulting in more attractive offerings to customers and hence stimulating sports consumption.

The research contributes to the sports consumption study by emphasizing the significance of managerial cognition of organisations and exploring the ecosystem dynamics between organisations and cities, which further enhances the understanding of the business innovation in the Chinese-characteristics sports industry. Further study can expand the case sample by studying more organisations across additional cities to draw inductive findings and conclusions.

## **Informal Practices and Volunteer Engagement in Community Sport Clubs: A Job Crafting Approach**

Mohsen Loghmani (Griffith University), Popi Sotiriadou (Griffith University), & Jason Doyle (Griffith University)

Community sports clubs (CSCs) deliver sports at the local level and are governed by volunteers at both the executive board and operational levels. Although over a million volunteers donate their time and energy to CSCs or recreational activities in many countries, these clubs still struggle to attract and retain volunteers (Wicker, 2017). To address volunteer turnover issues in CSCs, scholars have focused on management practices such as planning, hiring, training and support, performance management, and recognition (Hoye et al., 2020). However, there is a lack of studies showcasing how volunteers informally, personally, and proactively reshape and craft their role boundaries to motivate themselves and remain committed and engaged to the club. Individuals who engage in job crafting aim to make their jobs more meaningful by informally either avoiding or adding tasks and building interpersonal relationships based on their personal interests (Wrzesniewski & Dutton, 2001). Exploring these informal practices can enhance volunteer-role fit, improve retention, and help better understand how to address volunteer turnover in CSCs. Therefore, this study utilises the job crafting approach to explore the informal practices of volunteers within CSCs.

A qualitative research method was utilised. Seventeen volunteers (10 directors and 7 coaches) from community football clubs in Southeast Queensland participated in interviews to provide insights into how they informally fulfill their roles. The data obtained from the interviews was analysed using a six-step process of thematic analysis, and data analysis was evaluated against a 15-point checklist of criteria (Braun & Clarke, 2006). Following a deductive coding process, the findings revealed that both directors and coaches engaged mostly in approach task crafting, approach relational crafting, and avoidance task crafting as part of their informal practices. Further analysis revealed that these informal practices focused on self-development or club-development crafting. Consequently, this study presents a novel taxonomy of volunteer job crafting practices based on an approach-avoidance self- and club-development model.

Regarding approach crafting, volunteer coaches engage in self-development crafting by “learning the English language”. Club referee coordinators undertake club-development crafting by providing “training and protection for referees to prevent abuse”. In terms of avoidance crafting, the secretary finds “writing meeting minutes” uninteresting, which can hinder their self-development. Similarly, “making children stop playing” is an uninteresting task that hampers club-development. The proposed taxonomy includes self-development and club-development crafting. Consequently, this study makes a theoretical contribution to the job crafting approach (Wrzesniewski & Dutton, 2001) and management of community sport volunteers (Hoye et al., 2020). From a practical standpoint, the study offers CSCs the opportunity to incorporate these unique informal practices into the formal job descriptions of volunteers, thereby enhancing the volunteer engagement. The model of volunteer job crafting practices will be discussed in detail during the presentation, offering a comprehensive understanding of how volunteers informally and personally reshape their roles to drive motivation and commitment. This study also benefits sport management students undertaking placements in CSCs, as they can blend their skills and knowledge with formal volunteer roles, thereby contributing to the success of the CSCs.

## A Review of Elite Athlete Well-being

Hannah Macdougall (Deakin University), Jonathan Robertson (Deakin University), Steve Swanson (Deakin University), Tim Piatkowski (Griffith University), Matthew Dunn (Deakin University), Katie Rowe (Deakin University), Lisa Olive (Deakin University), & Severine Lamon (Deakin University)

Athlete well-being has become a strategic focus of several sport systems globally, including Australia. Indicative of this shift, research and practice related to athlete well-being has expanded dramatically over the past decade. In Australia, for example, mental health and well-being audits have been conducted biannually by the Australian Institute of Sport (AIS) since 2018. Results from these reports inform support services and programs, such as Athlete Well-Being and Engagement (AW&E). Of concern is data within the 2022 audit that indicated over half of Australian elite athletes surveyed reported symptoms of common mental health problems at a level that would warrant treatment by a health professional (AIS, 2022). Results such as these warrant further investigation, and how AW&E support services and resources, can be effectively targeted and utilised.

To assist with AW&E services and programs, an evidence-based high-level review of athlete well-being is required. While various reviews exist, (for example, Macdougall et al., 2015; Giles et al., 2020; Breslin et al., 2022), there has yet to be a review that provides a top-level analysis of athlete well-being, inclusive of big picture trends, measures, diversity, and well-being across athlete transitions. As such, the primary research question for the review was, ‘What is known about athlete well-being during career transitions?’. The review was purposefully situated within the AIS’s conceptualisation of well-being, as well as guided by the theoretical traditions of hedonia and eudaimonia, and existing well-being frameworks. As such, well-being included, but was not limited to, “the physical, mental, and emotional factors that determine an individual’s overall level and experience of health” (AIS, 2020a, p.1).

Five databases were searched from inception to April 2023 (Embase, Medline, SportDiscus, PsychINFO, and Scopus). Database-specific search terms in the two major constructs of “elite athletes” and “well-being” were combined with their synonyms and the use of Boolean operators, wildcards, and truncations. Inclusion and exclusion criteria were applied (i.e., athletes needed to be ‘elite’, competing within a sport, articles needed to include a substantive focus on well-being and be available in English etc.). The software management system, Covidence, was used to manage the review. In total, 6632 studies were imported for screening, with 2230 duplicates removed. As a result, 4402 studies were screened, with 3838 removed, leaving 496 full-text studies assessed for eligibility. Subsequently, 144 studies were excluded after full-text screening, leaving 352 studies included in the final analysis.

At the time of writing, the authorship team is currently analysing the data. Results will overview the exponential growth of research focused on elite athlete well-being, with insights into specific data fields such as country, keywords, and methodologies used. Nuances between team and individual sports, athletes in Olympic and Paralympic sports, and trends during the COVID-19 pandemic. Importantly, well-being across athlete career transitions will be discussed, and how a focus within research has heavily been via athlete transitions out of elite sport.



## **Maximising Opportunities for Elite Women Athletes Who Need to Transition Suddenly to a Career Beyond Elite Sport**

Ashleigh Marshall (Victoria University), Clare Hanlon (Victoria University), & Camilla Brockett (Victoria University)

Retirement from elite sport is known to be one of the most challenging and disruptive transitions that an athlete will experience. Extensive research has been conducted to understand the support needs of elite athletes with the final athletic transition from retirement to a career beyond elite sport (Reints & Wylleman, 2013). When athletic retirement occurs suddenly, however, i.e., from an acute injury or deselection from a national team or squad, athletes are at a higher risk of experiencing a crisis with their transition out of elite sport (Cecic Erpic et al., 2004; Küttel et al., 2018; Wippert & Wippert, 2010). Additionally, there is a dearth of research on the transitional demands that elite women athletes face as the majority of research into athletic retirement and career transition support has been conducted with mixed gender or men only participant groups (Knights et al., 2016; Park et al., 2013). With burgeoning opportunities for women in elite sport (Sherry & Taylor, 2019), it is inevitable that there will be an increase in the number of women athletes who will need to navigate the difficult transition out of elite sport. A gender-specific approach is therefore required to explore the support requirements that will assist elite women athletes transition to a second career, especially if it retirement occurs suddenly.

The purpose of the study was to identify the good policy and support practices that national sporting organisations (NSOs) can adopt to assist elite women athletes who face the need to suddenly transition to a second career beyond elite sport. A two-stage qualitative data collection was designed that incorporated a document analysis and semi-structured interviews. Publicly available documents from 19 Australian NSOs were analysed to determine what support is currently provided to athletes with their transition to a second career. To delve deeper into the results of the document analysis, semi-structured interviews were conducted with managers predominantly from the previously identified NSOs and 13 elite women athletes who retired suddenly from their athletic career.

A new conceptual framework that combined the ecological-intersectional model (LaVoi, 2016) and transition theory (Schlossberg, 2011) informed the interview guide and thematic analysis. Our presentation will focus on the findings from the retired elite women athlete cohort. The core themes identified the organisational practices that enabled or hindered an elite woman athlete's ability to transition suddenly to a second career including: internal and external service support, case-managed support, financial support, and sport industry opportunities. These findings have led to a number of recommendations for NSOs that will enhance the support they are able to provide to elite women athletes who need to suddenly transition to a second career beyond elite sport.

## **Women's intention to leave community sport over the life course: A mixed methods study.**

Samantha Marshall (La Trobe University), Nicola McNeil (La Trobe University), Emma-Louise Seal (RMIT); Matthew Nicholson (Monash University Malaysia)

It is well established that adults in community sport participate within the context of their life course transitions, including entry into the workforce, marriage, parenthood and retirement (Levinson, 1986; Lim et al., 2011; Malina, 1996; Westerbeek & Eime, 2021). As such, the life course is an important concept to explore when considering participation in sport, and in creating targeted policies to reduce barriers to participation and improve equity. While models have been developed to examine participation trends at different ages, most consider elite athletes, and none have included data on barriers for women at the community level. There is, therefore, a dearth of literature examining the changing experience of women, at different ages, participating in sport, what barriers they encounter to their participation, and how this impacts on their intention to leave their sport.

To fill this gap and in response to ongoing and systemic gender inequities in participation rates (Australian Sports Commission, 2022; Eime et al., 2016), this research focuses on barriers to women basketballers playing at the community level in Australia. This study employs a mixed methods approach. First, Concept Mapping was used to identify the barriers experienced by women community basketball players in Australia. Concept Mapping is a two phased mixed methods technique that highlights the participant's voice, allows for collaboration with research partners, and facilitates the development of conceptual frameworks (Trochim & McLinden, 2017; van Bon-Martens et al., 2014). Participants in this phase brainstormed barriers they faced, sorted them into groups based on similarity of meaning, and rated them for importance and frequency. These data were used to develop a barriers scale for a large-scale national survey. The survey also included questions relating to demographics, their intention to leave basketball and scales examining social identity, work-family balance and sport motivation. It was hypothesised that as women grow older, the type and number of barriers they experience will change over time; this method enabled a clear picture of that process.

The results showed that women at different stages of their life experience different barriers to participation in basketball. Younger participants perceived the most barriers to their participation. In the younger age groups, a number of life course transitions occur, and these are linked to high drop-off rates in sport (Gordon-Larsen et al., 2004; Gropper et al., 2020; Westerbeek & Eime, 2021). In this age group, significant barriers included a lack of visible senior women and a hostile environment. We also know that if women participate in sport at a younger age and persist despite these barriers, they are more likely to stay in the sport over time (Batista et al., 2019). This may in part explain why women perceived fewer significant barriers as they aged. By understanding and addressing these barriers to women's participation across the life course, sport organisations can work towards retaining more women participants.

"

## **Co-Creating, Implementing, and Researching Sport-based University-Community Partnerships in High-Risk Environments**

Kalyn McDonough (Virginia Commonwealth University), Jennifer Jacobs (Northern Illinois University),  
& Carrie LeCrom (Virginia Commonwealth University)

There are unique opportunities and challenges for sport management researchers and industry professionals working in high-risk environments with highly resilient young people. Within the Sport for Development (SfD) literature, sport has been recognized for its ability to serve as a vehicle in achieving non-sport developmental goals (Schulenkorf et al., 2016), re-engage young people who have disconnected from formal institutions (Sandford et al., 2008), support healing among youth who have experienced complex trauma (Whitley et al., 2018), build cross-cultural appreciation (LeCrom & Dwyer, 2013), as well as traditional positive youth development benefits (Holt et al., 2017). Along with supporting resilient youth, SfD researchers have called for the recognition of high-risk environments that increase vulnerability of young people and the parallel importance of focusing sport-based interventions at organizational, community, and societal-levels with an emphasis on social justice (Coakley, 2011). One environment of increasing focus among governments and public institutions, in Australia and internationally, is youth justice systems.

In Australia, over 9,000 young people are involved with the youth justice system (AIHW, 2023), which has not only been found to result in a myriad of poor outcomes among young people (May Finlay et al., 2022), but has staggering economic and social detriments to Australian communities (DCYJMA, 2022). A growing body of literature underscores the efficacy of sport programming in justice settings including benefits to overall health, well-being, and community reentry (Meek, 2014), yet there continues to be limited and varied access to sport programming across youth justice in Australia (McDonough & Gallant, 2023). Considering the complexities of this work and the need for cross-industry collaboration, sport-based university-community partnerships are a valuable infrastructure to support and enhance the capacities of both universities and community partners in addressing critical societal issues across various systems, including youth justice systems (ESC, 2023; Jacobs et al., 2022).

Our presentation will provide case examples of two sport-based university-community partnerships and highlight alignment with best practices for these kinds of collaborative initiatives. Specifically, the presentation will outline ways in which sport programs for justice-involved youth were co-created, implemented, and researched within correctional settings in the United States and Australia. The presentation will have a particular focus on key principles for partnerships (CCPH, 2023) to support best practices in the field, including initiating program partnerships in contexts with significant bureaucratic, youth-centered, personnel, and safety challenges. The presentation will also explore program implementation, with an emphasis on mutuality or program goals, structured needs assessments of multiple stakeholders, and an ongoing assessment of youth wellbeing. Finally, insight into the ways research can complement program development within justice-involved populations will be overviewed, highlighting the importance of ethical practices, flexible data collection methods, and empowerment-based qualitative techniques (Flory & Jacobs, 2022). The presentation will underscore the importance and process of building credible evidence to drive informed decision-making in sport and youth justice. This work has broader implications for sport management researchers and professionals working with highly-resilient young people in high-risk environments, and in informing collaborative partnerships focused on SfD and social justice through sport.

## **The *Women, Sport and the Media* (1985) Report: Contextualising the Wins and the Losses, Forty Years On**

Fiona McLachlan (Victoria University) & Kirby Fenwick (Victoria University)

The 1980s represent a significant period for gender equity in sport in Australia (McLachlan, 2019). In this decade several initiatives dedicated to gender equity in sport were undertaken, implemented, or published. Among them was 1985's *Women, Sport and the Media*: a report to the Federal government from the Working Group on Women in Sport (the Working Group). Beginning in June 1984, the Working Group engaged in a range of activities to produce the report—which was tabled in Federal Parliament on May 22nd, 1985—including calling for submissions, holding public meetings around the country, meeting with Australia's "leading media organisations" and undertaking a "limited amount of research of its own" (*Women, Sport and The Media* 1985, p. 67). From these activities, the Working Group developed a "series of recommendations which [they] believe[d] define[d] a long-term strategy to provide a fairer deal for women and girls in sport in Australia" (*Women, Sport and The Media* 1985, p. v). Nearly forty years after the report was tabled in parliament, we return to the recommendations contained in its pages and the fragmentary press coverage of the report. We utilise a critical historical approach (Scott, 2007) to explore the ongoing impact of the report via the implementation of its recommendations and its impact on later gender equity in sport initiatives and policies. We use the findings from this 'history of the present' to better understand the functions and effects of government reports and inquiries on gender equity policy and practice.

## **Towards a Strategy to Mobilise Adventure Sports and Tourism Resources for Educational and Community Development: Learnings from the West Coast of Tasmania, Australia**

Md Azmain Muhtasim Mir (University of Tasmania), Can-Seng Ooi (University of Tasmania), & Becky Shelley (University of Tasmania)

The social contribution of tourism and sports industry to the community, such as in enhancing the learning outcomes of local youth and children and improving the health and well-being of residents have largely been ignored in academic research. This paper explains how adventure sports and tourism activities can do more for a regional community, and its failure to do so arises from a fixed way of formulating the industry's policy and practice.

Drawing on a qualitative research approach, the study involves ethnographic fieldwork and participant observation, and in-depth interviews in selected locations of the West Coast region of Tasmania, namely Queenstown, Zeehan, and Strahan. Using snowball and purposive sampling methods, the first author conducted forty-five interviews with participants including residents and young people, regional tourism and adventure sports industry representatives, and local government, education and community services providers to investigate the use of growing adventure sports and tourism activities (for example, mountain biking, wild river rafting and wilderness heritage) in supporting local educational and community development. The study also engages with relevant literature to locate and situate child rights, capability and human capital, sustainable development goals (SDGs) and well-being issues within the current tourism and sports industry structure.

While the local government and regional tourism organisation set the strategy for investments in growing adventure sports and tourism activities, hyping claims of the social and community benefits, they will bring to society. The findings of our study indicate the structural limits of the tourism and sports industry of the West Coast of Tasmania and identify that companies rarely consider themselves as agents of supporting educational and community well-being in regional areas. Mobilising tourism and adventure sports resources can significantly contribute to the learning outcomes of local youth and children and enhance residents' health and well-being. However, community stakeholders remain largely excluded from how adventure sports and tourism resources are selected and used for the industry, with little consideration for supporting the social goals of improving literacy, health and community wellbeing.

The theoretical and practical implications of the research reflect upon considering the connection between social outcomes and business success by focusing on developing a regenerative and inclusive strategy to support educational and community development since the current practice is still ad-hoc, fragmented and obscured. While suggesting to readdress the visitor-centric frameworks based on which the tourism and sports industry is situated in the regional economy and market systems, this paper also emphasises understanding local rights and expectations. We propose incorporating a community-centred and local stakeholder-informed approach to create a deeper connection between the industry's practice and regional development goals. Subsequently, this shared value effort will mutually help the tourism and sports industry and community in two linked ways- by promoting the industry as an active agent of social change and preparing the community and industry to face future challenges by enabling local young people and children and residents into a skilled and educated workforce and informed stakeholder of the growing business activities.

## Sport Integrity in Community Sport Clubs

Tracy Molloy (Auckland University of Technology), Rebecca Rolls (Sport and Recreation Integrity Transition Programme), Michael Naylor (Auckland University of Technology), Mel Johnston (Auckland University of Technology), & Lesley Ferkins (Auckland University of Technology)

Integrity in community sport matters. It is important to have safe, fair, and inclusive ‘whole of sport’ systems (Sport NZ, n.d.). In New Zealand, a new Integrity Sport and Recreation Commission (the Commission) is being established with a key purpose to “enhance integrity within sport and physical recreation to protect and promote the safety and well-being of participants and the fairness of competition” (Integrity Sport and Recreation Bill, 243-1, s. 3(a)). The Commission’s objectives are to prevent and address integrity threats and to promote trust and confidence within the sport and [organised] physical recreation sector (s. 12). In the pursuit of the objectives, its functions include support, advocacy and industry engagement in developments relating to integrity (s. 13).

Scholars observe the focus on national level sport integrity systems (Kihl, 2019) with a theoretical gap at the local club level (Ordway et al., 2022). The importance of an integrated approach is emphasised involving the internal and external environments and the sport actors (Kihl, 2022) including international, national, regional, and local sport organisations (Hall et al., 2021; Kihl, 2022). With national sport organisations responsible for embedding integrity systems within their networks, some (Sam et al., 2022) speculate as to whether we might see the institutionalisation of, for example, integrity manager type roles at regional and local/club levels. Focussing specifically on local club level, Ordway et al. (2022) identified the influence of coherence (including internal and external co-ordination) and capacity (including resources, human, and financial support) on integrity system effectiveness. This emerging academic attention to community level sport integrity is supported by industry experiences with New Zealand’s Sport and Recreation Complaints and Mediation Service reporting over 400 complaints since its inception (February 2021) with 25% from high performance sport and 75% from community sport (H. Moore, personal communication, 29 June 2023).

The overall aim of the current project is to identify perceived threats to integrity in community sport as well as establish an initial understanding of if/how support systems are being utilised to help address these threats. The project is a collaboration with the Integrity Transition Programme (operating under the Ministerial Advisory Committee – Integrity in Sport and Recreation Establishment Board) to assist with its community engagement and consultation mandate. The project is part of the National Sport Club Survey (NSCS) which will be live from 17 to 29 August 2023. A sample of 1000 clubs is likely based on uptake in previous years. This sample will comprise clubs from at least 75 sports and all 16 regions of New Zealand. Five items exploring clubs’ attention to eight identified integrity threats, their level of preparedness to manage such threats and their utilisation of internal and external support systems are embedded in the 2023 NSCS. Analysis of these dimensions alongside sport type, club size, current financial position, governance practices and more will uncover correlates of integrity practices and capacity within community sport club committees. Open-text items are included asking about club strategies, firstly, to promote safe environments for disclosure about, and secondly, to manage, sport integrity issues. Thematic analysis of this data will lead to a better understanding of the ‘state of play’ of sport integrity issues in community sport clubs. This knowledge will contribute to both industry and academic efforts to promote and support sport integrity at the community sport club level.

## The Social Media Activity of Ambassadors in Women's Sport

Linden Moore (Auckland University of Technology), Michael Naylor (Auckland University of Technology), & Melody Johnston (Auckland University of Technology)

Ambassadors are of distinctive character, provide a credible testimony and can influence others (Andersson & Ekman, 2009). Brand ambassadors may be the most common type, but increasingly ambassadors are featuring in a variety of contexts, for a variety of purposes including sport development.

Ambassadorship in women's sport was rigorously conceptualised and defined by the authors in a previous phase of the current research: *An ambassador in community sport is a credible and relatable person in a position of influence. They are intangible assets who serve a variety of marketing functions on behalf of the wider sport community.* A typology was also constructed featuring these distinct types: Prominent Stalwart (credibility based on longevity), Athlete Advocate (credibility based on performance), Grassroots Champion (volunteer making regional impact), Within Vocation (paid advocacy within employment) and Male Ally (enduring creation of opportunities). This series of studies has taken place in partnership with a National Sport Organisation - Basketball New Zealand. The overall aim is to help sport managers understand what ambassadors are doing to grow sport and to generate insight on what activity is most effective. One important outcome of these related studies is to help organisations support key individuals within sport communities.

Having conceptualised the role, developed a Typology and explored ambassadorial motivation/behaviours in previous phases of the research, the current study (next in sequence) focuses on the social media activity of these ambassadors. With social media such a key tool in the communication landscape of sport (Abeza *et.al.*, 2013), it is important to understand what ambassadors in sport contexts are doing on these platforms and how effective it is. To this end, there is a growing body of sport marketing research that explores how those in sport contexts are influencing others on social media (for e.g., Doyle *et al.*, 2020).

A selection of social media content (n=53), posted from 2018-2022 and deemed of an ambassadorial nature by the research team, was purposefully sampled. The lead researcher initially coded the content and then the full research team got together to sense check. Researchers identifying and selecting online material for inclusion in this way has precedent elsewhere (Arendt, 2023). Content analysis facilitates replicable and valid inferences from data (Krippendorff, 1989) and was appropriate for this study.

Broadly, it was found that ambassadors are indeed using social media to communicate in a way consistent with developing sport, but the nature of the content varied considerably. Findings here suggest that ambassadors' multi-dimensional social media posts are likely most effective. For example, a post that features both *celebratory* and *educational* themes rather than just one or the other may resonate with more members of the community. Likewise, posts with a narrow focus of just *conveying event information* are likely to have less impact than if (for example) and *inspirational* theme was also embedded. It was noteworthy that the nature of content differed across several of the types with Athlete Advocates the most likely to have *self-promotion* embedded in their posts. The key managerial implication from this study is that those in sport development roles can use these insights to work with ambassadors to be more effective in their social media activity.

## **Approaches to Community Sport Policy Evaluation: A Review of Key Tenets of the Advocacy Coalition Framework**

Charles Mountifield (University of Canberra)

Community sport policy is characterised as complex and multi-faceted, partly due to the competing interests of the stakeholders involved (Doherty et al., 2022; Jones et al., 2018; May et al., 2013; Misener & Doherty, 2013; Patatas et al., 2020), sustainability concerns (Johnson Morgan & Summers, 2012; Lindsey, 2008; Parnell et al., 2019; Ziakas & Beacom, 2020), and the marginalisation of community sport clubs (CSCs) in the policy process (Rich & Misener, 2022), despite CSCs being policy implementers (Skille, 2008; Stenling & Fahlén, 2016). In addition, it has been suggested that there has been too great a focus on policy creation and implementation, rather than policy evaluation (Ouyang et al., 2022) and that few studies have systematically assessed the application of mainstream evaluation theories in sport policy studies (Chen, 2018). Current approaches to policy evaluation rely on analytical frameworks drawn from other disciplines and as a result, various researchers have endeavoured to adapt said frameworks to the sport policy domain (Houlihan, 2005, 2009; Phillpots, 2013; Pigginn, 2015). Within such a context, there are calls for the development of a unique framework for sport policy analysis (Jayawardhana & Pigginn, 2021). Rather than completely ‘reinvent the wheel’, however, and to investigate the capacity for CSCs to have a role in the policy process, the efficacy of a policy analysis framework from the perspective of advocacy coalitions has merit (Harris, 2014; Houlihan, 2016).

This paper initially proffers a review of the application of key tenets of the Advocacy Coalition Framework (ACF) in sport policy analysis to demonstrate its potential utility as a framework to evaluate policy processes and advocacy in the community sport context. The ACF is a valuable theoretical framework that enables the examination of the complex dynamics of policy-making processes (Jenkins-Smith et al., 2018), is widely applied by public policy scholars to study advocacy (Pierce et al., 2022), and offers a ‘bottom-up’ approach to the policy process (Angst, 2020; Weible et al., 2009). By applying the ACF to sport policy analysis, there is the potential to gain insights into the dynamics of policymaking, understand the role of different stakeholders, and detect potential barriers and opportunities for change. From a methodological rationale perspective, a scoping review of peer-reviewed journal articles published between 2013 and 2022 was conducted to identify the application of fundamental ACF constructs within sport policy research. Through an online database search, the paper adopted a strategy used with previous scoping reviews in sport (Ramos et al., 2023; Robertson et al., 2021) to isolate contextual determinants associated with the ACF. The findings highlight that ACF principles are increasingly common in analysing and evaluating sport policy. Overall, this paper provides the basis for adopting an approach to the appraisal of sport policy with a focus on advocacy and how, through the ‘bottom-up’ aspect of the ACF, CSCs may become less marginalised in the policy process.



## Gender differences in the Selection Process of National Collegiate Athletic Association Institutions by Student-Athletes: A Pilot Study

Tatiana Nikitina (Cleveland State University) & Eddie T. C. Lam (Cleveland State University)

College coaches spend countless hours tracking and recruiting prospective student athletes annually. The recruiting/retention of student athletes are the most important responsibilities of a college coach. According to the National Collegiate Athletic Association (NCAA), more than 500,000 student-athletes are eligible to participate in competitions across three divisions (NCAA, 2022). In 2020, *O'Bannon v. NCAA* (9th Cir. 2015) filed an antitrust class action lawsuit against the NCAA. The ruling forced the NCAA to allow student athletes to profit from their name, image, and likeness (NIL). In the first year of the implementation of the NIL policy, student-athletes earned an estimated \$917 million collectively. Another factor that is necessary for inclusion in examination as a factor affecting the selection process would be the cost of marketing for NIL deals. Major Division I universities will experience an increase in recruitment costs as a result of bidding for NIL funding from corporations and athletic boosters. Based on literature review (e.g., Popp et al., 2011), Nikitina (2022) developed the College Selection Process Scale (CSPS) to measure the selection process of community colleges by student-athletes. The purpose of this pilot study was to extend the CSPS to the NCAA setting by examining how NIL rules and other major factors influenced NCAA student-athletes in the college selection process.

An invitation letter and the purpose of the study was sent to the Athletic Director of a NCAA Division I institution. After the approval of the Institutional Review Board, the survey that included the CSPS was administered to all athletes in the institution. Participants ( $N=114$ ) were student-athletes who volunteered to fill out the survey. Using alpha extraction and promax rotation, the exploratory factor analysis supported CSPS's five-factor model: NIL Contract (6 items), Athletic Experience (7 items), Athletic Program (7 items), Academics (6 items), and Outside Influences (6 items). All these factors explained 52.6% of the total variance, and their Cronbach alpha coefficients were .969, .822, .888, .889, and .778, respectively. Results of the one-way MANOVA indicated the model was significant with a large effect size ( $F[5, 108]=5.175, p<.001$ ; Wilk's lambda=.807, partial eta squared=.193). Post hoc univariate ANOVA analyses indicated significant gender differences in Athletic Experience ( $F=16.776, p<.001$ ) and Athletic Program ( $F=5.823, p=.017$ ). The Athletic Experience mean score of males ( $M=5.34, SD=\pm.15$ ) was significantly higher than that of females ( $M=4.54, SD=\pm.13$ ). Likewise, the Athletic Program mean score of males ( $M=5.55, SD=\pm.14$ ) was significantly higher than their counterparts ( $M=5.05, SD=\pm.13$ ). No significant differences were found in NIL Contract, Academics, and Outside Influences. These findings were partially supported by Popp et al. (2011), who found that male student-athletes rated athletic experience more important than their female counterparts. In conclusion, the CSPS is a reliable measuring instrument to examine the measure influenced NCAA student-athletes' college selection process. The study shows a new trend of factors that influence student-athletes in their college selection process. Coaches should use different strategies when scouting and dealing with student-athletes of different genders. For example, emphasizes should be placed on the athletic facilities and programs when recruiting male student-athletes.

## **Tactical Neutralisation of Athlete Activism: A Study of Discursive Delegitimisation of the Australian Football Team**

Francis O'Neill (La Trobe University), Geoff Dickson (La Trobe University), , Ashleigh-Jane Thompson (La Trobe University), & Tim Ströbel (University of Bayreuth)

Athlete activism is increasingly visible, often polarising public opinion. Despite its prevalence in media and commentary, we know little about the tactics which opponents use to neutralise (or rebuke) athlete activists. One such tactic is discursive delegitimization, the use of public discourse (e.g., public debates, social media platforms) to undermine activist legitimacy, and in doing so, challenge the meaning of activist actions (Nepstad & Kenney, 2018; Ross & Rivers, 2017). Previous sports activism research has only researched this phenomenon through American case studies and largely through content and framing analysis of media reports.

Utilising a netnographic approach, this research examines the discursive delegitimisation strategies employed by critics of a recent case of athlete activism. On October 27, 2022, 16 players from the Australian football team, popularly known as the Socceroos, released a video statement protesting Qatar's human rights record. Qatar would soon host the 2022 FIFA World Cup. Netnography is well suited to studying the behaviours of online communities analysing social media comments (Anderski et al., 2023; Kozinets, 2010). We retrieved 8112 comments from 26 social media posts of the video across five social media platforms. Posts were made by the Socceroos, Professional Football Australia, other Australian Football organisations and popular Australian media outlets. The analysis used a deductive coding process based on pre-existing frameworks (e.g. Doehler, 2023; Nepstad & Kenney, 2018). An underlying assumption is that the social media comments were independent of each other, and not part of a coordinated effort to delegitimise the athletes.

This research is still in progress. The findings will illustrate the various forms of online discursive delegitimization strategies deployed by critics of the Socceroos video statement. It will also explore the varying perceptions which online communities have about athlete activists and the role of online communities in neutralizing athlete activism. It is important to understand which neutralisation strategies are implemented and how, to better understand the divide between supports and detractors of athlete activism. Because tactical neutralisation can potentially shape the outcome of activism efforts, this research has implications for athletes and managers when choosing to either engage in or support athlete activism. Additionally, this research may assist athletes and sporting organisations to limit the impact of these delegitimization strategies on activism efforts.

# **Risk and Responsibility in Community Sport Organizations: A Conceptual Framework for Managing Harm**

Kaleigh Pennock (University of Waterloo) & Alison Doherty (Western University)

Community sport organizations (CSOs) play a vital role in developing physical fitness and well-being and enhancing social connections through their programs and services. However, community sport may also be a context for various risks that can adversely affect the range of constituents, including participants, coaches, volunteers and administrators. Risk in sport is the potential for direct or indirect harm to individuals or groups, including but not limited to physical, emotional, psychological, or social harm (Sartore-Baldwin et al., 2017). Community sport is rife with examples of harm, ranging from maltreatment, to physical injury, to theft and fraud (Crisp & Bright, 2021; Kihl et al., 2021; Pankowiak et al., 2023). Certain groups may also be disproportionately at risk for harm, including youth athletes and equity-deserving groups, such as racialized individuals and members of the LGBTQ+ community (Denison et al., 2021; Joseph et al., 2022; Spaaij et al., 2019).

CSOs have a responsibility to mitigate risk through effective risk management and safeguarding practices (Misener & Baxter, 2022). However, they may lack the necessary resources to do so (Mountjoy et al., 2015), be unaware of or unwilling to manage various forms of harm (Brackenridge et al., 2007), or face uncertainty regarding roles and responsibilities (Sartore-Baldwin et al., 2017). Understanding the complexity of risk management is critical for ensuring a robust safety culture (Owusu-Sekyere et al., 2022) in CSOs. Thus, there is a need to make sense of (1) the nature of risk in community sport, including inherent, assumed and accepted risks (Spengler & Burket, 2001); (2) the circumstances of potential direct or indirect harm (Kulick et al., 2019); (3) features of safety culture (Andkjær & Arvidsen, 2015; Owusu-Sekyere et al., 2022); and (4) the safety failures that may be realized (Rasmussen, 1997) in this context. Each of these components of risk management has been studied alone, or in some combination, in the context of community sport. The purpose of our paper is to develop a conceptual framework that integrates all four components for a more holistic understanding of the factors involved in managing harm.

Specifically, drawing on Cooper's (2000) reciprocal safety culture model, we consider the dynamic among the potential for risk and harm in community sport, safeguarding features of safety culture that outline who has responsibility and how various risks can be addressed, and the type of safety failures that may be associated with those safeguarding features, that may result in experienced harm. This holistic framework extends risk management theory with the interplay among its key components, and in the context of community sport. Further, this research advances understanding of risk management for multiple constituents engaging with various forms of risk within community sport. We discuss the application of the framework for both research and community-engagement purposes, including the potential to better inform and prepare CSOs for effectively managing risk and further harm in the complex space of safe sport.

## **Analysis of Media Reporting Air Pollution on Running Event: Health Risk and Precautionary Measures in National Newspapers**

Muhammad Reza Aziz Prasetya (National Cheng Kung University) & Hsueh Wen Chow (National Cheng Kung University)

**Background:** This research analyzes media reporting on air pollution in relation to running events, focusing on health risks and precautionary measures (He et al., 2020). The study examines news articles from national newspapers in Germany, India, Indonesia, and Taiwan, during the ten year period 2012–2022. The four countries were selected for this study because represent geographical diversity, different air pollution risks, different running contexts, and public health links, which comprehensively describe the impact of air pollution on running events. Availability of relevant data and information is also a consideration in country selection.

**Method:** This study uses web scraping, which is a technique of collecting data from websites through automated scripts to collect news articles about air pollution and running events from online news websites in the countries selected in this study, related to air pollution and running events in selected countries. Web scraping is more suitable because it allows access to a wider and more diverse range of online news sources, provides greater control over the type of data collected, and allows more in-depth analysis of various news articles. The collected articles were then analyzed for key themes related to air pollution and running events.

**Results:** The analysis revealed significant variations in media coverage across the four countries. The news reports highlighted the detrimental effects of air pollution on runners' health, including increased respiratory problems and cardiovascular risks (Zolnoori et al., 2021). Precautionary measures such as wearing masks, adjusting running schedules, and choosing alternative routes were emphasized.

**Conclusion:** Media reporting on air pollution and running events varied among the selected countries. The findings underscore the importance of raising awareness about the health risks posed by air pollution and promoting precautionary measures to protect runners' well-being (Rebich et al., 2015). This research provides insights into media coverage patterns and highlights the need for targeted communication strategies to mitigate the impact of air pollution on running events. It is then also useful for sporting event managers by providing information about the impact of air pollution on running events. Event managers can use these findings to plan better safety plans, increase attendee awareness of health risks, plan alternative running routes, adjust schedules, and work with health authorities to safeguard attendee wellbeing and reduce the negative impact of air pollution.

## The Developer-Regulator Paradox: how do regional anti-doping organisations view WADA?

Daniel Read, (Loughborough University London), James Skinner, (The University of Newcastle), Aaron CT Smith (Loughborough University London), Daniel Lock (Bournemouth University), & Maylin Stanic (Loughborough University London)

Cross-sector social partnerships (CSSP) involve private, non-profit, and governmental organisations collaborating to solve complex [inter]national problems by sharing information, resources, expertise, and capabilities (Bryson et al., 2015; Selsky & Parker, 2005). CSSPs differ from other interorganisational relationships in that the focus is not on financial, reputational, or resource gains. Sport organisations are commonly involved in CSSP models to coordinate high-performance programmes (e.g., Babiak & Thibaut, 2009) and tackle wider social issues (e.g., health inequalities; Marlier et al., 2015). CSSPs can be undermined by competing member objectives (Babiak & Thibaut, 2007) and ineffective collaboration practices (Misener & Misener, 2015). The convergence of sectors and ambitions means that CSSP models are characterised by paradoxes such as determining whether decision-making should be inclusive or efficient (Henry et al., 2022), prioritising local implementation or global policy standardisation (Stadtler & Van Wassenhove, 2023), and short-term results versus long-term impact (Das & Teng, 2000). The Olympic Anti-Doping regime is an international CSSP (Toohey & Beaton, 2017) with the World Anti-Doping Agency (WADA) functioning as the central ‘convener’ (Wood & Gray, 1991) coordinating stakeholders. Convener’s face paradoxical tensions including whether to function as a leader or facilitator and whether to remain neutral or act on organisational interests (van Hille et al., 2018). Previous research has not studied how peripheral CSSP members (i.e., members with low influence) judge conveners, and how this impacts their engagement with the CSSP. Using a paradox frame (Smith & Lewis, 2011), this article aims to explore how peripheral CSSP members perceive the role of WADA and what challenges this creates for the organisation. Using data from 22 staff from regional anti-doping organisations (RADO) responsible for supporting new anti-doping agencies implement WADA policy, we identify a new CSSP paradox, the developer-regulator paradox.

**Methods:** The sample was comprised of RADO staff and board members purposefully sampled as they could provide perspectives from peripheral CSSP members with less resources. Accordingly, the following research question was followed, how do RADO employees perceive WADA as a convener? RADO staff were defined as anyone employed in a managerial or governance capacity for at least two years. total, 19 individuals participated in online semi-structured interviews and three participants responded to a translated questionnaire as they were not comfortable being interviewed in English. Of the 15 RADO offices, 14 RADO directors and eight board members participated. Semi-structured interviews designed around perceptions of WADA and anti-doping policy were employed to garner views on WADA’s behaviour as a convener. The translated questionnaire included the same preplanned, open-ended questions from the interview schedule with the opportunity to add additional comments. Data were transcribed verbatim and analysed using reflexive thematic analysis (Braun & Clarke, 2019).

**Findings:** As the convener, WADA was perceived as a leader-stakeholder which led to positive and negative outcomes captured in three themes. *Need for a Global Leader:* Firstly, a global regulator leading coordinated efforts to create a code and sanction non-compliance was positively viewed given the historical and ongoing lack of interest in anti-doping among some CSSP members. *Compliance Support:* Secondly, WADA’s convener role was buttressed by the financial and educational support they provided for developing peripheral members. *Active Stakeholder:* Lastly, WADA was perceived to be influenced by the views of better resourced members excluding peripheral members from policy-making positions and decisions.

**Discussion:** A new developer-regulator paradox was created from the themes as WADA’s activities included creating policy, regulating compliance, and developing member capabilities. These roles meant the organisation became subject to criticism for not providing enough developmental support and ignoring peripheral member concerns whilst also sanctioning compliance issues. By holding opposing roles, WADA’s convener position is open to challenge, and peripheral members felt disengaged from the CSSP. Accordingly, we discuss the theoretical implications for ‘place diversity’ (Stadtler & Van Wassenhove, 2023) and practical recommendations for anti-doping and other [inter]national CSSPs in sport to deliver better outcomes.

## Beyond the Try Line: Understanding the Factors that Fuel Fan Commitment for National Rugby League Women's Premiership (NRLW)

Jessica Richards (Western Sydney University)

The National Rugby League Women's competition (NRLW) was established in 2018 as a pathway for elite female rugby league players in Australia. Since its inception, the NRLW has grown rapidly in popularity and participation, with more teams and players joining each year. As the NRLW continues to gain traction, it is important to understand the experiences of those involved in and around the competition, particularly that of fans watching and attending live games. Given the ongoing challenges faced by women's sports in terms of media coverage, funding, and visibility, understanding fan experiences and perceptions plays an important role in promoting greater support and investment for women's sports more broadly.

This paper aims to explore the perceptions and experiences of NRLW by rugby league fans, examining how they perceive the value of the sport and what their encounters have been when watching or attending live games. In examining this, we hope to shed light on the broader social and cultural significance of women's rugby league and contribute to ongoing efforts to promote and expand the NRLW competition. In this preliminary study, we present a thematic analysis (Clarke et al., 2015) of 30 semi-structured interviews with fans of rugby league. The analysis uncovered the emergence of various themes, including the significance of *fostering a sense of connection and community* among fans, *delivering an enjoyable and competitive experience* on the field, and implementing *effective marketing campaigns* (focused on visibility and accessibility) to enhance awareness and generate excitement surrounding NRLW. In addition to the thematic analysis, we also employed the use of Leximancer, a textual software tool, to extract key concepts, themes and relationships from the unstructured text. This reinforced our early findings regarding the bond fans have to the physical space of the stadium and the inherent positive emotions associated with the sport more generally.

Currently, there is a scarcity of literature delving into fans' desires regarding the women's rugby league competition, and the interconnection between the fan experience of the women's and men's codes. Our study aims to provide fresh perspectives on the preferences and encounters of fans and expand upon existing research that has primarily focused on the experiences of female players (Fujack et al., 2021). This study utilises gender and spatial theories to contextualise the connection between NRLW fans' engagement and their experiences. By examining the influence of gender dynamics and spatial environments, we aim to gain insights into the factors that shape fan engagement with the NRLW.

By shedding light on the aspects that contribute to building a fan base for NRLW, this research provides valuable insights for sports organisations, policymakers, and marketers seeking to advance women's rugby league and enhance its visibility and fan base. Ultimately, the study aims to contribute to the continued growth and success of women's rugby league by fostering a passionate and dedicated fan community.

## Sport Is the Adjective, Management Is the Noun: A (Friendly) Polemic on the State of Sport Management Research

Jonathan Robertson (Deakin University), Mathew Dowling (Anglia Ruskin University), Jordan T. Bakhsh (Deakin University), & Damien Whitburn (Deakin University)

The aim of this study was to provide a critical analysis on the state of sport management. Sport management scholarship has grown substantively over the past three decades. Nevertheless, debates, conversations, and critiques around sport management's position (and value) within the broader academic community are ever-present (Doherty, 2013; Gammelsæter, 2021; Slack, 1996; Zeigler, 1987). Historically, the founders of both SMAANZ and NASSM were exceptionally clear in the scholarly orientation of the academic communities they created. NASSM's constitution defines sport management as incorporating "the theoretical and applied aspects of *management theory and practice* specifically related to sport" and one of SMAANZ's key purposes is to "enhance the application of *management theory* to the sports context" (NASSM Constitution, 2022, p. 1; SMAANZ Constitution, 2021, p. 3; emphasis added in both). However, a cursory glance of sport management journals does not reveal a distinct focus on management theory and practice. Relative to other sport related disciplines such as sociology (*SSJ*), marketing (*SMQ*), economics (*JSE*), and psychology (*JASP*), leading sport management journals adopt multiple disciplinary traditions including scholarship related to marketing, sociology, economics, psychology, and management. Consequently, we, like many sport management scholars before us, wonder: *to what extent can we consider sport management an academic discipline?*

We empirically tested our observations in three stages. First, we examined 33,114 articles from 59 journals on the NASSM list of *Journals Serving the Community of Sport Management Scholarship* and accessible through SCOPUS. These articles collectively referenced 1,149,294 citations from 308,617 sources and produced a co-citation network map that revealed six disciplinary clusters. Second, we examined the 'sport management and marketing' disciplinary cluster which included 3562 articles that collectively referenced 170,700 citations from 43,709 sources from eight journals (i.e., SMR, JSM, ESMQ, MSL, SMQ, JGSM, IJSMM, SBM). Third we reviewed the title-abstract-keywords of these 3562 articles to quantify the relative disciplinary content in each journal.

Our analysis reveals that our discipline's core journals have perpetuated a wide cast net of sport related scholarship. Whilst necessary for the historical development of the field, this breadth is problematic for the disciplinary growth of sport management (see for example the commentary regarding sport with – or without – management; Newman, 2014, Stewart, 2014). One potentially contentious view is that general management scholarship is fulfilling the *raison d'être* of NASSM and SMAANZ more efficiently and effectively than our sport management communities (i.e., the theoretical and applied aspects of management theory to sport). For example, Fonti et al. (2022) revealed 249 general management studies that applied sport data to advance management theory and practice in FT50 journals. Although we do not wholly abide to this worldview, we conducted our analysis to engage the sport management academic community in a (friendly) polemic around these challenges and realities. In doing so, we hope to recognise the origins of our field, while enriching the future development of a distinctive sport management discipline.

## CEO Networks and Succession in Sport Organisations

Lloyd Rothwell (University of Technology Sydney), Simon Darcy (University of Technology Sydney),  
Tracy Taylor (RMIT)

Little is known regarding the social aspects of CEO succession and selection. One clear aspect missing is that of social networks, despite the impact social networks of a CEO can have on organisational performance (Cao et al., 2015). Thus, this study uses social network analysis and qualitative in-depth interviews to examine the personal networks and social context of CEO succession within Australian national sporting organisations (NSOs). Network researchers assert that a multi-method approach incorporating qualitative aspects is essential in ego-centric research, arguing that qualitative data is necessary to understand the view from “inside” the network (Crossley et al., 2015).

First, an interviewer-administered questionnaire based on the seminal personal network study by Podolny and Baron (1997) was conducted to construct the work-related network of each CEO. Each individual network was also collated and combined to form a whole network. Network data was analysed using Ucinet and Netdraw software. Next, in-depth semi-structured interviews were conducted. Interviews probed the CEO recruitment process and selection criteria, leadership development, succession management, social networks, networking activity, and gendered experiences. Interviews were transcribed and analysed using a thematic content analysis. The sample population consists of CEOs who have held office within one or more of nineteen leading professional and Olympic-sport Australian NSOs between 2011-2020. Thirteen CEOs participated in this research (four female, nine male) from eleven NSOs (four professional sport NSOs and seven Olympic sport NSOs).

Network data indicate a marked difference between the networks of male CEOs compared to those of female CEOs. On average, the networks of male CEOs are 14% larger, however the average value of each tie within each network is 20% lower than in female CEO networks. Respondents identified the importance of mentors within their network, while many also exhibited a willingness to seek advice from outside of their organisation. CEOs noted the challenge of maintaining changing networks due to turnover among key stakeholders. Common network ties among CEOs were observed, consisting of contacts from peak bodies and government departments. Many also valued a collegial relationship with their NSO CEO colleagues.

Several consistent themes emerged from the interviews. First, CEOs view a tie to the Chair of a prospective organisation as an important factor in unlocking a potential succession opportunity. Moreover, there is an expectation or understanding that incoming CEOs bring a strong personal network with them when appointed successor. Thus, existing networks within the particular sport they are entering are an advantage for prospective successors, together with networks across the wider sports industry. Next, a network with connections to a range of stakeholders is also valuable for sport CEOs in sourcing their next job. Lastly, CEOs advocated for networking to be included in leadership development programs, with female participants believing this to be a significant avenue in addressing the lack of gender diversity in leadership positions across the sport industry. By examining the social networks of CEOs, this study provides insight into the role networks play in succession and extends our understanding of the social context in which succession takes place.



## The Business and Cultural Implications of Surfing's Demographic Shift

Craig Sims (Bond University) & Danny O'Brien (Bond University)

There is growing literature on the emergence of post-youth leisure lifestyles (Bennett & Hodgkinson, 2020; Featherstone & Hepworth, 1991; Wheaton, 2019) and the impacts stemming from shifts in the demographic composition of the sports that make up these lifestyle niches. Surfing has not been excluded. Demographic shifts in surfing participation are underway and already impacting the sport, culture, and business of surfing. To understand the challenges and opportunities presented, surfing's stakeholders from high performance through to community levels, and especially the commercial brands and media that associate with the surfing lifestyle, must first understand the nature, pace, and scale of these demographic shifts.

This research is part of a larger study which used a mixed methods approach comprising an online survey ( $n = 1369$ ) that investigated age, gender, level of participation, and media preferences among Australian surfers. This was followed-up with semi-structured interviews ( $n = 17$ ) that sought to unpack certain generational trends found in the quantitative data. The results, when analysed in conjunction with surfing demographic data from the Australian Sports Commission (AusPlay 2021, 2022), revealed interesting trends about the evolving composition of the Australian surfing population.

The findings showed a clear trend of an aging surfing demographic in Australia (AusPlay 2021, 2022; Sims et al., 2022). With peak surfing participation now in the 45-54 age category for men and in the 35-44 age category for women, surfing can no longer be positioned as a youth sport tied to youth culture. This finding has far-reaching commercial implications for commercial surf brands that have traded off surfing's youthful image for decades (Jarratt, 2010; Pearson, 1982; Ford & Brown, 2005). The phenomenon of an aging surf population is especially relevant in Australia because it is compounded by an aging general population (ABS, 2020).

While the survey and interview data revealed a gender split of approximately 80% Men: 20% Women, recent AusPlay data (2022) show a significant increase in women's surfing participation. The AusPlay report (2022) indicates the adult participation gender split is 72:28 (Men: Women); but for Under 15s, it is 54:46 (boys: girls), which suggests a much more gender-neutral future. Increasing women's participation is a trend to watch because it could alter surfing's male-dominated cultural norms (Ford & Brown, 2006; Shields, 2004). The mere presence of more women is likely to alter gender power relations in surfing as feminine interpretations of surfing's social, operational, and performative norms become inculcated into the sport's subcultural melting pot.

The implications of these two shifts can be profound. The sport of surfing has traditionally been positioned as an overwhelmingly male, youth sport but this is changing. Media and brand representations of the subculture must align with the status quo, or risk being labelled inauthentic. Equally, the sport's administrators and coaches need to prepare for changes to the way waves are surfed and to what is considered acceptable conduct in the lineup. With growing interest around aging populations and post-youth leisure lifestyles, this study on the cultural and commercial implications of surfing's demographic shifts adds empirical insight to this burgeoning body of literature (Bennett & Hodgkinson, 2020; Wheaton, 2019).

## Enhancing Experiential Learning in Sport Management: Exploring the Benefits of Partnership Pedagogy

Daniela Spanjaard (University of Technology Sydney) & Jessica Richards (Western Sydney University)

Upon graduation, students seeking to build a career in the sports industry have an assortment of employment opportunities ranging from a grassroots level (e.g. locally run community competitions), state-level (e.g. state-run and high school competitions), national level (e.g. national sporting leagues) and international (e.g. summer and winter Olympics, FIFA World Cup). Sport management alumni are often employed by organisations specialising in advertising, retail, finance, marketing, urban design and planning. This suggests that whilst initial perceptions may be on employment opportunities within the sports industry, in reality, graduates should be prepared for careers outside this field. Sport management studies have a specific set of theoretical and empirical approaches, making it a distinct discipline, yet the sports industry is incredibly multidisciplinary. Accordingly, the more instances students immerse themselves in practical and applied learning experiences before graduation, the greater the likelihood they will be attractive to potential employers in this highly competitive field (Brown et al., 2018).

This paper presents a range of authentic education opportunities throughout an undergraduate major via experiential learning using partnership pedagogy. Drawing on a case study that emerged as an outcome of the authors' collaborative analysis of a recently revised sport management program, we explore the benefits and challenges associated with adopting such teaching. In defining 'partnership pedagogy', we use that proposed by Hill et al. (2021), who also, via a series of case studies, proposed that such alliances occur when students and faculty engage collaboratively to enhance learning and create a realistic experience.

This paper unpacks four different types of content creation that emerged through our application of partnership pedagogics and suggests that these can be classified as 1) co-design, 2) co-deliver, 3) co-develop, and 4) co-assess (Barrie & Pizzica, 2019). These four stages of co-creation are not exclusive, and that commonality will occur as partners collaborate across multiple areas of teaching. It is well known that industry experience is instrumental to graduate satisfaction and success (Jackson, 2021), but it must be done in a carefully organised and discernible manner. We argue that bringing industry partners into the learning environment at multiple points during the students' study provides different insights for both parties. From the learner perspective, the use of experiential learning increases the likelihood of them developing the soft skills and knowledge that employers actively seek out from graduates (Robles, 2012).

When education is based on industry-driven assignments, students inherently improve their personal development once they are given the opportunity to employ what they are studying while absorbed in the experience (Dressler & Keeling, 2004). From the partner perspective, there is a greater chance of graduates having the practical workplace skills employers seek. From the student's perspective, the innovative assessment methods were reported as having provided a sense of empowerment in the learning process. We challenge the norms that work-integrated learning can only mean 'internship' or 'work placement' and provides an opportunity to prepare students for their careers when applied learning is embedded across curriculum design.

## Former Athlete, Future Leader: On- and Off-Field Implicit Leadership Theories of Athletes – A Phenomenological Study on Leadership

Maylin Carmen Stanic (Loughborough University London), Steve Swanson, (Deakin University), James Skinner (University of Newcastle), Jacqueline Mueller (Loughborough University London)

Despite leadership being of research relevance for over a hundred years, a precise formula of what constitutes effective leadership is still lacking (Westerbeek & Smith, 2005; Alabdulhadi et al., 2017). Scholars started arguing that leadership does not represent *one* true reality among followers, but rather emphasises that followers have their own mental models of what leadership entails (Billsberry et al., 2018). These mental models are called Implicit Leadership Theories (ILTs) and determine what followers seek in leadership (Eden & Leviatan, 1975; Offermann, et al., 1994; Schyns & Meindl, 2005; Schyns & Schilling, 2011). ILTs have become prominent in contemporary business leadership research. However, few studies have conducted ILT studies outside of the business context (e.g., Foti et al., 1982; Rehbock et al., 2019, Swanson et al., 2020). This research therefore aimed to apply the concept of ILTs to the sport context.

In sport, different leader types, such as managers, coaches, and team captains are considered as elementary drivers of success (Kihl et al., 2010; Welt Peachey et al., 2015). Even though scholars have recently begun to apply the concept of ILTs to sport management (cf. Schyns & Schilling, 2018; Swanson et al., 2020) these studies predominantly relied on indirect followers of leaders such as sport fans or sport management students. Thus, there is a need to explore direct leader-follower relationships to understand the content and structure of ILTs in a sport performance environment (Mueller, 2021).

Additionally, previous research has not differentiated between (anti-)prototypical and (in-)effective leadership, a differentiation that should be considered as these differ notably in their content and structure (Schyns & Schilling, 2011). This research therefore responds to scholars' calls to differentiate (anti-)prototypical and (in-)effective leaders (e.g., Van Quaquebeke et al., 2014; Jiang et al., 2019). Effective leadership is particularly important for the sport management environment, as it serves as an essential ingredient for high performing teams (Bucci et al., 2012).

The researcher employed an interpretative phenomenological research design that was characterised by semi-structured interviews to investigate ILTs among professional athletes. 65 British Olympians were interviewed to explore the structure and content of (anti-)prototypical and (in-)effective ILTs, and data was analysed using an interpretative phenomenological analysis approach (IPA) (Smith & Osborn, 2012).

Findings revealed contrasts between different leader stimuli (i.e., (anti-)prototypical and (in-)effective leaders) and strongly emphasised certain traits that were less frequently mentioned in previous studies (e.g., collaborative, empowering). The study also revealed only marginal differences between female and male perceivers in regard to the content and structure of their ILTs. Implications not only highlighted the need for further studies among athletes' ILTs to understand similarities and differences in their content and structure (e.g., sport-specific studies, team-sport vs. individual-sport studies) but also stress the importance of revising leadership performance indicators, as not only results but also certain traits and characteristics (e.g., being collaborative, being empowering) should be considered when evaluating leaders in the sport management environment.

## Learning from Failure: A Case Study of Certification in Sport for Development

Per Svensson (Louisiana State University), Katherine Raw (Swinburne University of Technology)

**Introduction/Context:** Sport for development and peace (SDP) organizations operate in difficult environments (Hayhurst, 2014; Raw et al., 2022; Sobotová & Šafaříková, 2016) and often face substantial challenges in mobilizing sufficient resources to serve their mission (McSweeney et al., 2022; Svensson et al., 2018, 2020; Wegner et al., 2023), including skepticism among external stakeholders. Research from related fields suggest that certification of organizational practices can result in increased legitimacy, which is subsequently associated with increased resource mobilization across different geographical and political contexts (Adena et al., 2019; Cheng & Wu, 2021; Feng et al., 2016, 2019; Wang, 2023).

**Practical Issue/Research Gap:** A common challenge for nonprofits, including those in SDP, is that their services are often intangible and difficult to evaluate (cf. Prakash & Gugerty, 2010). Yet, no prior research exists on certification efforts within SDP and few scholars have explored failed attempts to create context-specific certification programs within subgroups of nonprofits.

**Research Aim:** Our research aims to explore lessons learnt from a failed attempt to create a certification program for global SDP initiatives. We developed three research questions to guide our study: 1) How was the certification program structured and implemented?; 2) What were the opportunities and challenges associated with the certification initiative?; 3) What strategies might SDP leaders employ for any future attempts to create a certification program?

**Methods:** An instrumental case study design (Stake, 1995), guided by a social constructivist paradigm was used for the purpose of our study. Specifically, our case study was focused upon the Quality Seal certification initiative created by Common Goal— a network organization for nonprofits using football for social change. Data were collected through multiple methods (Merriam & Tisdell, 2016) including participant observation and document analysis throughout the project.

**Findings:** The Quality Seal was an ambitious undertaking on a global scale and sought to provide certification in multiple languages and contexts. The certification process was managed via dedicated staff at Common Goal, as well as hired liaisons, and a committee of SDP stakeholders who helped to guide and evaluate the overall certification process. Identifying and agreeing upon a set of certification standards and indicators whilst also allowing for contextual differences presented a larger challenge than expected. Likewise, balancing the scope and time commitment of community-based SDP organizations also created difficulties.

**Implications:** Certification programs provide a potential avenue for nonprofits to communicate the effectiveness of their organizational model to different stakeholders (Becker, 2018), yet there is little known about the process of developing such field-level initiatives. In SDP, organizational leaders are increasingly facing mounting external pressures from a variety of stakeholders (Raw et al., 2022; Svensson, 2017). The findings from our case study have important implications for how to develop and sustain future certification programs, which might help SDP leaders better manage external stakeholders as well as help attract more resources for developing sustainable and impactful organizations.

# Leadership and Emotion: The Roles of Empathic Leadership and Work Passion in the Sport Workplace

Steve Swanson (Deakin University), Zack J. Damon (Texas Tech University)

Leadership has been studied from a variety of perspectives in the sport context, but the role of empathy in this domain has only recently been considered (Sear, 2023). The concept of empathy stems from the ancient Greek word 'empathia' which refers to the active joining of emotional experience with others (Kutlu & Caskun, 2014). Empathic leadership is therefore based on the idea that seeing the world from others' perspectives and creating emotional bonds is essential for influencing others (Tzouramani, 2017). In line with the notion that sport and emotion are inextricably linked (Swanson & Kent, 2017), our central purposes herein are (1) to investigate the role of empathic leadership within the professional sport environment, and (2) explore how empathic leadership might have cascading emotional effects in the sport workplace. To this end, we use a model that tests empathic leadership's influence on work engagement and employee anxiety via the mediating pathways of harmonious and obsessive passion for work.

Passion refers to a strong feeling toward something which individuals like (or even love), find important, and choose to invest their time and energy in (Vallerand et al., 2010). The dualistic model of passion specifies two types of passion, with research generally indicating harmonious passion is associated with positive outcomes while obsessive passion is linked to negative (or less positive) consequences (Forest, 2011). In the current research, we argue that empathic leadership will positively influence both forms of work passion due to leaders' ability to understand sport employees' emotional connection to their work. In turn, we further hypothesise harmonious passion will positively influence work engagement while reducing employee anxiety, and that obsessive passion will have both positive and detrimental effects on these key workplace outcomes, respectively.

Participants of this study were employees ( $N = 303$ ) working for Major League Baseball (MLB), the National Basketball Association (NBA), the National Football League (NFL), and the National Hockey League (NHL). The data were collected via an online survey emailed to a random sample of employees using items previously shown as valid and reliable in the literature. The main analysis utilised structural equation modelling techniques, with the final phase assessing the significance of relationships between the focal constructs in the hypothesised research model. Confirmatory factor analysis demonstrated sound convergent and discriminant validity for all latent constructs and good overall fit with the data. Support was provided for all the hypothesised relationships with the exception of a non-significant association between empathic leadership and obsessive passion.

This study contributes to the leadership and sport management literatures by empirically demonstrating empathic leadership's relationship with work passion. It also provides support for previous research showing obsessive passion's positive influence in the sport environment (Swanson & Kent, 2017) while delivering deeper insight into the complex nature of this construct in the sport workplace. Theoretical implications address new pathways for leader influence via emotional connections with group members. Implications for sport managers include focusing on employees' emotional perspectives and harnessing obsessive passion's positive impact whilst simultaneously mitigating its negative effects.

## Alternative and Independent Sports Media Platforms and Women's Sport –

### **2022 SMAANZ INDUSTRY ENGAGEMENT GRANT AWARD WINNER**

Kasey Symons (Swinburne University of Technology), Sam Duncan  
(Swinburne University of Technology), Ryan Storr (Swinburne University of Technology)

The emergence of digital media and its capacity to offer alternative and accessible ways to create and distribute content has seen great shifts in the modern media landscape with sports media no exception (Duncan, 2020). In the sports media space, specific content is now being created by passionate fans, bloggers and aspiring journalists, adding to an already oversaturated field of sports news, opinion and analysis. As oversaturated as it may be, this space is also affording opportunities for those traditionally marginalised by mainstream media to cover, champion and advocate for sports, athletes and issues that are not reflected in traditional sports media (Sherwood, 2019). How independent content creators do this is an important area for research attention. This is due to these platforms not only seeking to redress the lack of diversity and intersectional approaches to traditional sports media, but they often also seek ways to drive even more change as they work on becoming more representative, not only in the content they produce but also in the voices they include and amplify (Symons et al, 2022). However, these platforms are also often dependent on unpaid labour, experience significant emotional labour and burnout, thus their longevity and impact must be considered in different ways than traditional media measures for success.

Through an agenda setting-media economy theoretical lens (Burk and Fahrner, 2020; Kunz, 2020) we reflect on preliminary findings investigating the lived experiences of independent sports media content creators that cover women's sport and track the changes, evolutions, hiatuses of platforms in this space as they adapt to balance other work, burnout and the pressure of representing marginalised voices without the support of a traditional media workplace. Thus, we consider if partnerships and formal collaborations with mainstream media platforms offer a solution to support creators as well as supply mainstream media with content covering women's sports from more diverse voices.

By investigating the lived experiences of those working and/or volunteering in independent, alternative sports media platforms that cover women's sports through semi-structured interviews with practitioners, their reflections on partnerships and collaborations with mainstream media, we will build on a previous case study (Symons et al, 2022) to inform a more comprehensive review of this space and provide key insights and recommendations for independent and mainstream media organisations.

This work thus brings an innovative approach to further understand the independent and alternative women in sport media space. Further, it explores actions to make recommendations to maintaining sustainable, impactful and ongoing platforms, and help support industry with data to advance gender equity and intersectional representation across media.

# Co-Design and Co-creation as an Approach to Digital Transformation of Federated Sport Structures

Paul Templeman (University of Technology Sydney)

Compared with broader management literature, bar a few exceptions (Ehnold et al., 2020; Santomier et al., 2020), digital transformation as a topic has received scant attention within sport management literature. When digital transformation has been addressed within sport management literature it is often within a narrow context of either a single organisation, a single domain (for example eSports) or around a specific organisational capability (such as digital marketing or social media). Little attention has been given to digital transformation of an entire sport or a federated sport system.

Challenges of managing digital transformation programs within federated sport systems include; differing levels of digital maturity and capability, lack of federated technology governance, limited digital resources, competing objectives of stakeholders, different responsibilities and therefore different requirements at the various levels of federated sport structures, and lack of understanding of digital business models by sports.

This paper seeks to contribute to both the digital transformation and governance aspects of sport management by examining how co-design and co-creation can be used as a method for the digital transformation of federated sport structures. Based on a conceptual framework previously developed by the author and two experimental design canvases this paper, using an action design research approach (Sein et al., 2011), shows how multi-level co-design can be used as a method for collaborating across multiple sports to enable digital transformation to occur in a resource and capability constrained environment often found in sport exceptions (Ehnold et al., 2020). The conceptual framework draws from the literature domains of service innovation, information systems, strategic management and public administration.

Taking an action design research approach, the paper follows a six-month pilot program involving six sports and four sport technology organisations. Using co-design and co-creation approaches the pilot shows how sport organizations can collaborate to solve capability and resource constraints and digitally transform their respective sports.

Preliminary findings from the research show that the understanding of the various business capabilities required at each level within a sport are not sufficiently understood by technologist within sport, nor is there clear mapping of business capabilities to digital capabilities of the sport. Digital projects are often overly focused on the need of the initiating organisation rather the human-centric, multi-stakeholder and multi-level delivery that is needed when digitally transforming co-created sport experiences. However, the use of multi-level co-design, collaborative solution building using co-creation and open-source style delivery processes, underpinned by federated and distributed platform architectures, blueprints and business models can overcome these challenges whilst living within the capability and capacity constraints that are inherently part of the sport landscape. The implications for further research based on these finding are outlined and discussed.

## Online safety of Australasian Elite Athletes

Ashleigh-Jane Thompson (La Trobe University), Sarah Wymer (Griffith University), Angela McGlashan (La Trobe University)

Despite burgeoning sport-related social media research highlighting the benefits to athletes of developing and maintaining a successful online presence (c.f., Geurin, 2017; Hayes et al., 2019; Su et al., 2020), evidence suggests that there are significant negative issues associated with its use (Kavanagh et al., 2016). The IOC argues that all athletes have a right to engage in 'safe sport', free from non-accidental violence through harassment and sport (Mountjoy et al., 2016). In recognition of the different forms this may take the IOC updated extended their 2007 IOC Consensus Statement on Sexual Harassment and Abuse in Sport. Importantly, they make explicit mention of the 'cyber-based mechanism' that perpetrators utilise, while others have noted it is a significant factor in elite athlete mental health and wellbeing (Purcell, Gwyther & Rice, 2019).

While there is a growing body of research related to cyberbullying, cybervictimization and online harassment, this largely exists within non-sporting contexts of specific professions (e.g., politics, medicine, and education). Within the sporting context, much of the current literature on bullying and associated violence in sport exists within the offline space. However, as Kavanagh et al (2016) identify, little is known about abuse in online sporting spaces. A pioneering analysis of social media abuse of tennis players demonstrated a need for further scrutiny and action (Kavanagh et al., 2019, 566). As De Kosnik and Feldman (2019) argue, "ideas articulated online fuel real-world actions ... Online spaces cannot be regarded as separate or distinct from the spaces in which fleshly bodies meet and do harm to one another." (p.11). Building on this earlier work, the aim of this study is to explore the nature and scope of online harassment and abuse targeted at Australasian elite-athletes, the self-reported impacts of this abuse, and the mechanisms by which they endeavour to safeguard themselves.

At the time of abstract submission, the data collection process has begun. An online survey has been developed and is being distributed via relevant sport organisations, industry personnel, and social media targeting elite athletes, aged 18+, in Australia and New Zealand. The survey contains questions broken into four distinct parts: (1) general social media use, (2) online abuse and harassment, (3) impacts of online abuse, and (4) demographics. Quantitative elements of the survey will be analysed using SPSS, while qualitative elements will be analysed via thematic analysis (Clarke & Braun, 2017). Due to the exploratory nature of this research an inductive approach will be taken.

While this research is in progress, the presentation will discuss the findings and implications. Specifically, the findings will provide a comprehensive understanding of the types of abuse, experiences, and impacts of online abuse Australian elite athletes experience via social media. This research has implications for supporting the wellbeing of athletes in sport, as well as strategies that aim to prevent and appropriately respond to online abuse, and inform the next steps of peak bodies in their work in this space.



## What does Australia's Decade of Event Hosting Mean for Regional Sport Participation Legacies for Women and Girls?

Alana Thomson (La Trobe University), Meghan Casey (Federation University Australia), Millicent Kennelly (Griffith University), & Kiera Staley (La Trobe University)

In Australia, state and national governments have developed a renewed interest in sport event hosting strategies to achieve a range of policy outcomes over the next decade. In 2023, the FIFA Women's Football World Cup has been hosted, and we look ahead to other internationally significant events including the 2027 Netball World Cup, 2027 Men's Rugby World Cup and 2029 Women's Rugby World Cup, and the 2032 Brisbane Olympic and Paralympic Games. Each of these events make commitments to securing grassroots sport and active participation legacies. But what will this mean for women and girls' participation in regional areas across Australia?

Living in regional areas can expose individuals to overlapping discrimination and marginalisation (Australia Sports Commission, 2023; Australian Human Rights Commission, 2017). Research from Australia, and internationally, suggests that compared to those living in urban locations, women and girls in regional or remote areas experience greater barriers to sport participation (Rich, Moore, Boggs, & Pegoraro, 2022; Litchfield, 2022) and benefit less from gender equality initiatives in sport (Litchfield, 2022). Given that almost 30% of our Australian population live outside major cities, it is important to consider if/how the participation of women and girls living in regional areas may be impacted through event legacy initiatives.

In this study we draw on gendered lenses (Dashper & Finkel, 2021) and socio-ecological theory (Rowe, Shibury, Ferkins, & Hinckson, 2013) to explore if, and how, gender equality in sport is reflected at a macro-level in the pre-event policy and planning for the events named above. Publicly available documents reflecting the current stages of pre-event legacy planning for each of the events have been reviewed. This includes the 2027 Netball World Cup Bid Summary, media releases by Rugby Australia and a federal government budgetary document for the 2027 and 2029 Rugby World Cups, and the draft legacy plan for the 2032 Olympic and Paralympic Games, 'Elevate 2042'. Documents were analysed deductively with keyword searches for 'gender', 'women and girls', and 'region(s)' as these terms related to commitments regarding sport, and sport participation in particular.

Analysis indicates each sports event aims for gender equality legacies. In terms of reach, both the Netball and Rugby World Cups focus on Asia (i.e., Netball) and the Pacific region (i.e. Rugby), without considering regional Australian communities. Elevate 2042 mentions Brisbane, Southeast Queensland, regional areas and building connections into the Oceania and Pacific regions. None of the event documents indicate current focus or planning specifically directed at women and girls in regional communities across Australia.

Consistent with Thomson, Toohey and Darcy (2021), these findings highlight missing alignment between existing government priorities for gender equality in sport and the current legacy planning associated with these events. We will discuss the theoretical and practical implications of these findings at the macro-level, and share recommendations to support stakeholder alignment (i.e., meso-level) to enhance regional sport participation legacies for women and girls.

## The Leveraging of Sport Events by Non-aligned Stakeholders: A Conceptual Introduction

Duncan Tweed (Australian College of Physical Education), Nico Schlenker (University of Technology Sydney), Katie Schlenker (University of Technology Sydney), Adam Cohen (University of Technology Sydney)

The study of event leveraging considers how to optimise the impacts resulting from the staging of an event (O'Brien & Chalip, 2007). As such, event leveraging does not seek to *describe* the outcomes post event but rather to *analyse* what needs to be done across the lifecycle of the event to produce desired results (Chalip, 2004). In this presentation, we consider an extension of the extant event leveraging literature, to include leveraging of sporting events to achieve a strategic objective which does not align with the objectives of the event.

Event leveraging research was initially focused on the perspective of the event host: how can a town, region or country use the staging of an event to derive benefits for its community (Grix, 2017; O'Brien, 2006). Over time, research on event leveraging has been expanded to include leveraging by non-hosts (Beesley, 2011; Chien, 2018; Fairley, 2017). There has also been a conceptual shift, where event leveraging is seen less as something carried out 'by the host' and more as something undertaken 'to achieve an objective' (Chalip et al., 2017; Chen & Misener, 2019). Existing models, however, conceive primarily of leveraging an event to achieve a shared goal: an urging for collaboration amongst stakeholders is common (Chen & Misener, 2019; Wasser et al., 2022). As such, there remains a gap in the literature regarding leveraging approaches by entities which are unable or unwilling to collaborate with event hosts to achieve their goal(s). In other words, what can any entity do to derive benefit from an event, when one or more of its objectives does not align with the event's goals or have the support of the event hosts?

This presentation will firstly introduce the concept of Non-Aligned Stakeholders, defined as stakeholders who are seeking to achieve an objective which is in conflict with an objective of the event. Second, the presentation will review existing research and explore how further consideration of Non-Aligned Stakeholders may add to the existing literature and also provide additional insight to the sport industry as it seeks to continually improve the returns from the hosting of sporting events.

## **Unveiling Sports Integrity: An Autoethnography of an Athlete's Experience with the Anti-doping System**

Richard L. Vaughan (University of Canberra, Sport Integrity Australia), Catherine Ordway (University of Canberra), David B. Pyne (University of Canberra), Vanessa McDermott (University of New South Wales), Verner Moller, Paul Dimeo, Alexis Cooper (Sport Integrity Australia)

Sports integrity is a multifaceted concept encompassing fair play, ethical conduct, and preservation of the fundamental values of sport. As athletes navigate the intricate web of sports integrity, their personal experiences provide valuable insights into the complexities and challenges they have faced. This autoethnographic study explores the lived experiences of an Olympic athlete, and their experiences of all aspects of the anti-doping system, a key pillar for sports integrity. This offers a unique perspective on sports integrity through their own voice.

Autoethnography is a qualitative research method in which the researcher explores their personal experiences, reflections, and emotions within a particular cultural or social context. It emphasises the researcher's self-reflection, introspection, and subjective interpretations to gain insights into the world of high-performance sport. This approach provides a rich and contextualised account of the research topic. By positioning the athlete as both researcher and subject, this study authentically captures, details, and presents their personalised reflection on sports integrity.

The author will collect data from his own experiences, such as personal narratives, and diaries which form part of the author's story. The researcher-athlete immerses themselves deeply in this collected data, revisiting their experiences and emotions, and reflecting on the meaning and significance of these. The process of thematic analysis will be used to identify recurring themes or patterns within the data, and these common threads, experiences, or emotions will form part of their narrative. An important part of this research methodology involves reflexivity, where the author is aware of and critically examining their own biases, assumptions, and subjectivity throughout the analysis process. For athletes to feel confident in a sports integrity, the autoethnography highlights the importance of trust between athletes and the other power structures around them, consequently the complexity and impact of sports integrity on the athlete's identity, values, and relationships. The study illuminates the ethical dilemmas faced by athletes, the internal struggles of maintaining integrity, and the external pressures exerted by the sporting environment. The analysis reveals the delicate balance between personal aspirations, external expectations, and the responsibility to uphold sports integrity.

This study exposes the absence of transparency, poor governance, compromised cultural values, and unchecked self-interest in sports integrity. It highlights the impact of governing bodies, coaches, and the broader entourage on these issues. The athlete's perspective reveals the emotional toll, conflicts, and sacrifices entailed in navigating these power dynamics while upholding personal integrity. It underscores the urgency of athlete empowerment, transparency, ethical decision-making, and trust-building in the sporting ecosystem. By centring the athlete's voice, this autoethnography provides evidence to support contemporary understanding on sports integrity by offering an intimate and comprehensive understanding of the topic. The outcomes challenge dominant narratives, stimulate critical reflection, and advocates for athlete-centred approaches to sports integrity. Supporting athletes in navigating the complexities of sports integrity is a priority, and ethical frameworks must evolve to be more athlete-centered, considering the athletes rights, autonomy, well-being, and interests. By combining self-reflection and narrative inquiry, it provides a rich and contextualised account that offers a deeper understanding of the athlete's lived reality.

## Sports Data Governance Platforms: A Study on Stakeholders

Kai-Li Wang (National Taiwan Sport University)

**Introduction:** The Sports & Technology Initiative published by the Taiwanese government in 2021 aims to incorporate various emerging technologies (IoT, AI, XR, etc.) into the field of sport. One of the government's efforts is Sport Data Platform. It is also important to assist those who govern data in designing applicable laws and regulations or contract templates in the interests of the sports technology industry by linking sports data, utilizing commercial models as well as defining rights and obligations.

**Methods:** We as a research team were commissioned by the Taiwanese government to support the project for the purposes above. As our methodology, we have performed ten group focus interviews with two experts on technology, two on sports management, and two on law. The first three interview sessions dealt mainly with various on-site sporting practices. The fourth and fifth sessions clarified technical issues. The sixth and seventh sessions organized legal factors. Through the last three interviews, we designed a framework involving stakeholders related to sports data platforms.

**Results:** To clarify each stakeholder's obligations, we will look at activities, rather than commercial organizations, as analysis units. For instance, if a vendor collects and analyzes data, the collection and analysis are considered two units in our study. In this regard, we divide those stakeholders related to sports data governance platforms into: data providers, data requesters, data platforms, venue managers, intermediary service providers, and data processors. Among them, data platforms help link providers with requesters by setting up data specs, and assisting in query as well as data interchange. As most providers are individuals, there have to be intermediary service providers, who help link personal data to platforms and deal with issues on the protection of personal information. They even have to consider the role of venue managers if personal data comes from sporting venues or events. Lastly, data processors help other stakeholders to make best use of sports data. In conclusion, this study is an attempt to design a contract template for stakeholders and offer suggestions for the formulation of laws and regulations.

**Discussion:** Under the aforementioned framework, the rights and obligations among the three parties -- data providers, data requesters, and data platforms -- form the most basic contractual relationship. Agency service contracts, on one hand, are important to intermediary service providers. On the other hand, data processors play a vital role in adding value to the data. Their contract between the client or beneficiary depends on actual services. The objects of the rights and obligations under the contract discussed above would be the protection of personal information, and copyright. In short, we have simplified the complex structure of the sports technology industry into an easy-to-understand framework that involves stakeholders. We have also proposed a way to protect, authorize and distribute personal information as well as copyright. It is hoped that this study may help stakeholders properly perform their duties in the best interests of the industry.

## Reflections on Engaging Professional Sport Organisations in Australian Doctoral Research

Lewis Whales (University of Technology Sydney) & Greg Joachim (University of Technology Sydney)

In alignment with the conference theme of academic research supporting industry practice, the purpose of this presentation is to critically reflect on two research projects conducted independently and in partnership with professional sporting organisations. Specifically, we explore the opportunities presented by working with professional sporting organisations, the challenges in establishing and maintaining the research partnerships, and how we provided value to ensure the organisations were invested in pursuing the research projects.

Project one was a 12-month study of a professional sporting organisation to explore the interactions involved in constructing leadership. Intellectual property is a source of competitive advantage for professional sport teams, and it was anticipated that organisations would be guarded in their access to conduct research. Correspondence was sent to 17 sport organisations that were considered appropriate for the research project, based on practicality of research and the league they competed in. Responses were received from five, three interested in pursuing a research partnership, the remaining two did not choose to participate based on existing relationship with other universities. Meetings were held with each of the three organisations, and research commenced with two organisations. Ultimately, one organisation provided significant access to collect data, while the other remained somewhat guarded. The first organisation provided sufficient access to collect data and was ultimately pursued as a single in-depth exploratory case. Practical implications were presented to the sporting organisation along with best practice recommendations for the following season.

Project two was likewise a qualitative case study of a professional sport organisation, albeit with a focus on improving the organisation's innovation capabilities. In this instance, the general manager of the organisation to be studied was enthusiastic about participating in the project and became an important internal 'champion' of the same. Their enthusiasm – based on the mutual benefits proposed by the researchers – allowed for unprecedented access to the organisation, including data collection via pre- and post- interviews, observation, and shadowing. Both the researchers and the participants indeed benefitted from this arrangement, as it allowed for significant improvements to the organisation's practice, which allowed for still further study.

Research findings from both projects have been published in leading sport journals, book chapters, numerous conference presentations, and two doctoral theses. Both projects required in-depth insights to address the respective research problems, hence close working relationships and significant access to collect multiple data types data were required. Scholars have advocated for increased diversity of research methods in the field of sport management (Shaw & Hoeber, 2016). We propose that the insights provided in this presentation will assist researchers hoping to engage with methods including ethnography, action research, observations, focus groups, and others that involve establishing and maintaining close relationships with sporting organisations. In the presentation we will share our knowledge on: creating the research proposal, contacting sporting organisations, successful and unsuccessful attempts at establishing research partnerships, selecting data collection methods and contexts, providing value and minimising disruption to partner organisations, data analysis, sharing research findings, lessons learnt, and suggestions for future research.

## Diversifying Methods in Sport Leadership Research

Lewis Whales (University of Technology Sydney), Stephen Frawley (University of Technology Sydney), & Lloyd Rothwell (University of Technology Sydney)

The purpose of this presentation is to advocate for increased diversity of research methods employed to study leadership in sport organisations. The three premier sport management journals (ABDC, 2023) have published 64 articles on leadership (containing the words leader(s) or leadership in the title: SMR = 16, JSM = 41, ESMQ = 7). However, these articles are methodologically homogenous, 60 of these articles are conceptual or utilise surveys, secondary data, interviews, or a combination of these data sources. Leaving only four that diverge from these traditional methods and utilise social network analysis (SNA) and ethnographic methods. We propose further diversity in research methods can improve the theoretical canon, specifically concerning relational leadership approaches and leadership development.

Methodological choices have theoretical implications based on the strengths and weaknesses of research methods (Larson & Alvehus, 2022). Interviews and surveys have provided valuable insights on leadership however the empirical focus gravitates toward individuals studied. Ethnographic methods and SNA present the opportunity to explore relationships between people that are central to leadership. Social network concepts related to leadership include the significance of relationships, embeddedness, utility of connections, and network patterns (Carter et al., 2015). However, as Mueller et al., (2021) have stated, there is a dearth of research connecting leadership with SNA within sport management contexts. These ideas can be applied to interorganisational and intraorganisational networks. First, network research suggests that interactions impact team performance. Second, leadership success depends upon an ability to leverage network connections to acquire resources. Third, the evolution of a network is an important component of leadership development. Ethnographic methods such as observations, ethnographic interviews, discourse analysis, and video analysis are required to study the interactions between people and the implicit meanings that may exist in relationships. For example, relational leadership is concerned with leadership and leadership development being constructed through ongoing interactions between people (Barge & Fairhurst, 2008). Further methodological diversity in leadership research presents opportunities for areas such as leadership development, emergence, behaviour, outcomes, gender diversity and disparity, mentorship, and power.

Despite being a fast-growing area of research within the broader field of management, the study of leadership development is an important topic for further theoretical development in sport management. The research that has been conducted has primarily focused on athletes and coaches with little work completed on those who manage sport organisations. As outlined by Westerbeek and Smith (2005) the context of elite sport requires continual learning, research, development, and innovation that can be applied to all types of sport organisations. Despite these ideas the implementation of leadership development in Australian sport organisations has been underutilised (Frawley et al., 2018). An outcome of including new research methods could be to understand how leadership development can expand the collective capacity for leadership in sport organisations to gain competitive advantage (Day, 2011). We propose that further diversity in research methods including SNA and ethnographic methods can extend leadership research beyond current boundaries including gaining a deeper understanding of leadership development.

## Sport Clubs Engagement with Schools: Current Practice in New Zealand

Cindy Wiersma (Auckland University of Technology), Linden Moore (Auckland University of Technology), & Michael Naylor (Auckland University of Technology)

As the nature and scope of the sport industry have changed around the world, the role of interorganisational relationships (IORs) has become central to the operations of a variety of sport organisations (Babiak, Thibault & Willem, 2018).

The nature and benefits of partnerships has been studied in the context of community sport (Misener & Doherty, 2012; Baker, Ansari & Crone, 2017; MacLean, Cousens & Barnes, 2011; Parent & Harvey, 2009; Harris & Houlihan, 2014, 2016; Phillpots & Grix, 2014), and in the broader sport management context by Babiak (2007, 2009); Babiak & Thibault (2008, 2009), with various foci including IOR determinants, effectiveness, and challenges, but with limited insights into the specific sport clubs-schools nexus.

The National Sport Club Survey (NSCS) provides an annual snapshot of the management and operation of New Zealand's sport clubs. Club representatives including administrators and board members respond to an online questionnaire on behalf of their club. Data collection for the 2023 NSCS is taking place from 17 -29 August and a sample of 1000 clubs is likely, based on uptake in previous years. The sample will comprise clubs from at least 75 sports and represent all 16 regions of New Zealand. Engagement of these clubs with their local schools is a supplemental theme of the 2023 NSCS, with three types of data generated and analysed.

Firstly, items covering the specific nature of the clubs' current engagement with their local schools, have been added to the 2023 survey to establish a baseline of descriptive quantitative data in this area that does not yet exist. Secondly, analysis of current practice alongside club size, type of sport, region, urban/rural, membership growth, financial performance and more, will uncover correlates of engagement with local schools. Thirdly, thematic analysis (Braun, Clarke & Terry, 2014) of open ended questions on perceived value and importance, barriers and challenges they have experienced through these IORs, and any future intentions to engage, will present a deeper understanding of clubs' engagement with schools.

The inclusion of the school engagement component in this year's survey addresses Babiak, Thibault & Willem's (2018) call to further examine how the interconnected nature of IORs affect the success or failure of sport organisations. By collecting baseline data from the NZ club-school context, correlating with club growth and performance data, and examining perceived value and challenge dimensions, we will be able to share this knowledge to assist sports clubs to generate effective strategies for school engagement that benefits performance.

## Esports Brands, Consumer Motivation, and the Influence of Gender Inclusivity

Michael Williamson (Griffith University), Kevin Filo (Griffith University), Jason Doyle, & Brooke Harris-Reeves (Griffith University)

Electronic sports, or esports, has become an established entertainment medium over the last decade, and is expected to continue its growth into the future (Newzoo, 2021). The expansion of the esports industry faces numerous challenges that have the potential to influence consumers' perceptions and engagement with esports brands. Specifically, esports' brands approach to pursuing gender inclusivity has been identified as a key issue which may impact how consumers engage with esports brands (Hayday & Collison, 2020). For the current research, gender inclusivity is described as an environment that is open and accessible to female, non-binary, and gender diverse individuals. At present, the esports industry is largely male-dominant, with widespread discrimination and exclusionary practices that are pervasive within the ecosystem (Darvin et al., 2020). Gender inclusivity is widely discussed in the sport management literature (Delia et al., 2022) and specifically in relation to sports brands (Doyle et al., 2021). Yet, such research is less prominently explored in relation to esports brands (Cranmer et al., 2021). Thus, the purpose of the current research is to understand the influence of gender inclusivity pursuits by esports brands on consumers' motivations to spectate these same brands.

Uses and Gratification (U&G) theory guides the current research as it provides the ability to understand consumers motivation and related media consumption (Katz et al., 1973). In the current research U&G theory is used to understand the influence of gender inclusivity pursuits by esports brands on consumers' motivation to spectate esports. Thus, the following research question is advanced: How are consumer motivations to spectate esports brands influenced by the pursuit of gender inclusivity?

Data were collected from 22 esports consumers who completed an online qualitative survey distributed within multiple online Australian esports communities. Inductive thematic analysis generated three preliminary themes which help to understand how consumers perceive esports brands pursuing gender inclusivity influences their motivation to consume said brands (Braun & Clarke, 2006). The first theme, Virtuous Engagement, relays the positive influence of gender inclusivity pursuits for consumers who view inclusiveness as an ethical consumption choice. Athlete-focused Indifference, the second theme, illustrates the limited to non-existent influence of gender inclusive strategies on consumer motivation due to apathy derived from a focus on player skill and the broadcast content. The third theme, Deprived Social Escape, describes the negative influence of gender inclusivity pursuits on consumer motivation for those that use esports to escape social or political discussions.

The three themes correlate with established motivations linked to esports spectating including escapism and player skill from the MSSC and generally demonstrate support for an inclusive esports environment (Hamari & Sjöblom, 2017; Hayday & Collison, 2020). Virtuous Engagement and Athlete-focused Indifference may guide managers to create inclusive brands that can drive engagement if consumers believe they are watching highly skilled players. As findings demonstrate consumers hold contrasting motivations for spectating esports, esports brands need to strategically pursue gender inclusivity both authentically and as part of a long-term strategy.



## Could Outdoor Sport Reduce Perceived Time Poverty? Examine the Effect of Perceived Time Poverty on Academic and Social Performance after Nature-based Intervention

Yunfan Wu (Waseda University), Keita Kinoshita (Nanyang Technological University), Torill Olsen (Waseda University), Fumitake Matsushima (Waseda University), & Shintaro Sato (Waseda University)

Camping is a popular outdoor sport that has gained more attention from researchers after the COVID-19 pandemic. Camping can provide various benefits for physical and mental health, such as reducing stress, improving mood, and enhancing immune system (Chen et al., 2016). However, whether camping effectively buffer the feeling of time poverty is still unexplored. It is important to conduct more studies on camping and its effects on individuals and society. This study examines the effects of perceived time poverty on academic delay and prosocial behaviour among college students who participate in camping and whether nature connectedness moderates the relationship.

Camping is a specific type of nature-based interventions (NBI) that can enhance one's nature connectedness (the psychological bond between an individual and the natural world) and reduce stress by providing opportunities for relaxation, restoration, and social interaction in natural settings (Puhakka, 2021). Perceived time poverty is the feeling of having insufficient time to do everything one wants or needs to do (Forsythe & Bailey, 1996). This feeling can impair one's well-being, health, and happiness, as it is linked to higher levels of stress, anxiety, dissatisfaction, and unscheduled care (Zheng et al., 2022). Moreover, perceived time poverty can undermine one's academic and social performance, as it can reduce the ability to delay gratification and to act prosocially. Students who feel time-pressured may favor immediate rewards (such as leisure or entertainment) over long-term goals (such as grades or graduation) (Bembenutty & Karabenick, 2004), and may have less energy and motivation to help, share, or donate to others. Levine (1998) found that people who live in fast-paced cities, such as New York, are less likely to spend time helping strangers because they feel more time-pressed than people who live in slower-paced cities.

One way to cope with perceived time poverty and its negative consequences is to engage in NBI, such as green exercise and camping. Doing physical exercise in nature can offer physical, emotional, and cognitive benefits, such as reducing stress, enhancing mood, and restoring attention. Camping is a practical way to increase one's exposure to and connection with nature. It can improve one's mental health by alleviating anxiety and negative effects, such as perceived time poverty (Coventry et al., 2021). Furthermore, spending time in nature can foster prosocial behaviour by increasing empathy, generosity, and cooperation (Castelo et al., 2021). We hypothesized that perceived time poverty would be weaker for students with higher levels of nature connectedness after attending camping.

The longitudinal data were collected from participants of NBI (camping) in Nagano, Japan. The first data collection was executed two months before NBI participation (T0), which served as a baseline. The survey was distributed 3 hours before outdoor sport activity started (T1) and will be distributed 24-48 hours after outdoor sport participation (T2). Finally, we will collect follow-up data one month after (T3). According to T0 results, adults (N = 40, male = 42.5%, female = 57.5%;  $M_{age} = 19.10$ ,  $SD_{age} = 1.46$ ) in university without mental and physical health problems were eligible for inclusion. Using validated scales, we will measure perceived time poverty, nature connectedness, academic delay in gratification, and prosocial behaviour. We will also control for demographic variables (such as age, gender, and socioeconomic status). The results of T0 data indicated that the mean disposable time is 3.83 hours. Approximately 75% have part-time jobs. About 70% had had camping experience at the time of data collection. The summaries of the results will be discussed at the conference. The present findings will contribute to theoretical and practical points in sport management by demonstrating the potential influence of nature-based sport participation on students' behaviours.

# A Systematic Review on Factors Influencing Audiences' Cognition of Sport Sponsor Signage

Ziyuan Xu (Waseda University) & Hiroataka Matsuoka (Waseda University)

**Introduction:** Sport sponsorship has been a prominent and extensively researched topic in sport marketing. The effectiveness of sponsorship is difficult to assess due to the multitude of antecedences involved. Consequently, numerous studies have been conducted, each focusing on different aspects to test and understand this phenomenon. Kim et al. (2015) conducted a meta-analysis that summarized the various factors influencing sponsorship effectiveness. However, it is crucial to acknowledge that with the continuous advancement of broadcasting technology, there has been an increase in the diversity of displays used for sponsor signage in the past decade. This development necessitates a comprehensive compilation of existing research papers investigating the factors influencing the cognition of sponsor signage around sports facilities by on-site and TV audiences. Therefore, this study aims to present an up-to-date systematic review of the factors influencing audiences' cognition of sport sponsor signage.

**Methodology:** This research followed the PRISMA protocol, a widely utilized protocol for conducting systematic reviews (Moher et al., 2009; Page et al., 2021). SCOPUS and Web of Science were selected as databases for this study. To ensure comprehensive coverage, Boolean Search Techniques and truncation, as indicated by "\*", were employed to include multiple forms of the keywords (Paul et al., 2021). The search terms are ("sport\*") AND ("sponsor\*") AND ("attention" OR "recognition" OR "recall" OR "memory" OR "cogniti\*"). The initial search results were limited to peer-reviewed academic journal articles published in English until June 2023.

**Findings:** Thirty-seven papers that met the inclusion criteria were included in the bibliometric and further analysis. The most utilized research method was experimental design combined with a questionnaire. The outcome variables were predominantly measured using eye tracking for attention, multiple-choice questions with distractors for recognition (aided recall), and free writing of brand names for unaided recall. The included research has identified both external factors, which refer to the display way of the sponsor signage itself, and the internal factors different factors, which relate to the features of audiences. The external factors, such as placement and exposure durations of sponsor signage (Breuer & Rumpf, 2012; Pokrywczynski, 1993), color (Breuer & Rumpf, 2015), and animation (Levin et al., 2001; Otto & Rumpf, 2018), have been explored. As internal factors, high brand familiarity and less involvement or identification with the property can lead to more attention on the sponsor signage (Boronczyk et al., 2018; Lardinoit & Derbaix, 2001; Lee et al., 2019). Additionally, some studies have touched upon unique points that have not been extensively tested, for instance, alcohol consumption (Ellert, 2014), match-related factors (Boronczyk et al., 2021), and the influencing of second screen multitasking (Lee, 2021).

Further studies may be warranted to explore and validate some of the unique points raised in the existing literature and explore new factors generated by the development and contemporary reality. Future research could focus on examining cognitive responses as predictors and affective and conative as outcomes, as they hold greater practical relevance in the context of sport sponsorship and billboard advertising.

## **Network Administrative Organization Members' Activities in Managing Sport Events Under Pandemic-Driven Uncertainty: An Embeddedness Perspective**

Ryutaro Yamakita (University of Ottawa) & Milena M. Parent (University of Ottawa)

The COVID-19 pandemic has exposed sport event management, including marathons, to unprecedented uncertainty without information on potential outcomes (Park & Shapira, 2017). But exploring outcomes is insufficient; understanding how and why they occurred is important to offer more appropriate recommendations for practitioners and bridge the gap between theory and practice. This is our purpose. Given organizing committees' embeddedness, especially their secretariats (i.e., network administrative structures (NAO); Provan & Kenis, 2007) within their stakeholder network and host society, we argue there is an opportunity to use an embeddedness perspective (Granovetter, 1985, 2017), a theoretical perspective that explains organizational phenomena by considering the social structures around a focal organization and phenomenon of interest. This embeddedness perspective goes beyond the traditional stakeholder and social network analyses to offer additional explanations for the phenomenon by considering both social and structural elements. The embeddedness perspective's explanatory power becomes even more important in contexts where stakeholders and society influence decision-making to the extent seen during the pandemic. The unprecedented nature of the pandemic and its uncertainty saw decision-makers seek information and be influenced by various sources in their environment. Therefore, we aimed to explain sport event NAO members' activities under pandemic-driven uncertainty using the embeddedness perspective.

Relying on critical realism (Danermark et al., 2019) as a meta-theory to build theoretical frameworks and a philosophical stance to guide our research design, we conducted two explanatory multiple case studies (Yin, 2018) focusing on The Kyoto Marathon and The Osaka Marathon, both greatly impacted by the pandemic. To explain the organizational activities, we collected 9,453 document pages (e.g., meeting minutes) and conducted semi-structured interviews (Kyoto: 9; Osaka: 13) with the secretariat members and stakeholders like sponsors (avg. 74 minutes).

Adopting a critical realism-based thematic analysis approach (Fryer, 2022), we found sport event NAO members' activities were influenced by inter-related social structures (e.g., social networks, institutions, politics, territory, and temporality), triggered by the pandemic and other contextual factors. Five different NAO member activity experiences (difficulty in ensuring safety and security, a trade-off between empty expenses and accurate judgement, consideration for sponsors, concern about reputational damage, and conflict in organizational logic among key stakeholders) led to five propositions: under pandemic-driven uncertainty, (1) social networks and institutions encourage NAOs to pursue decision legitimacy, (2) social networks and temporality encourage NAOs to prioritize the survival of their event networks, (3) social networks, temporality, and territory not only encourage event stakeholders to stay connected, but also foster NAOs' fears regarding the loss of reciprocity with them, (4) social networks, institutions, and politics can immobilize NAOs due to social and political power, and (5), social networks and institutions undermine the ability of NAOs to reconcile mutually exclusive values among stakeholders.

Our findings demonstrate how the embeddedness perspective helps explain event manager and NAO behaviours by incorporating multiple social structures into the explanation and offering propositions. For practitioners, it shows how social structures influence their activities during uncertainty to guide or restrict decision-making. Details of each social structure will be given in the presentation.

# The Psychological Impact of the Beijing 2022 Winter Olympic Games on Chinese Residents: a Repeated Cross-sectional Analysis

Yi Zhang (Waseda University) & Shintaro Sato (Waseda University)

Theoretical Background and Literature Review: Mega sport events and its impact on the host communities have attracted researchers attention for decades. Olympic Games as typical mega sport events have been researched concerning its tangible and intangible legacies on host communities. Leopkey and Parent (2012) analyzed Olympic legacies in both tangible and intangible legacies, calling for more research attention on intangible Olympic legacies, such as educational legacy and psychological legacy. The potential benefits of hosting mega sport events extend beyond the realms of economic profit and infrastructural development, influencing social and psychological facets of community life (Maennig, 2008). However, Oja et al. (2018) identified the residents' psychic income before major sport events, but no longer impact was identified a month later. Thus, the specific psychological impact of the Winter Olympic Games in a long time, particularly in the context of China, is under-researched. Building on social anchor theory (SAT; Clopton & Finch, 2011), our study used the Beijing 2022 Winter Olympic Games (Beijing 2022) as a potential social anchor, aiming to explore the influences on residents' psychological well-being in China.

Purpose: The purpose of this study is to explore the influence of Beijing 2022 on Chinese residents' psychological well-being. Our purpose is to test the psychological well-being of Beijing 2022 in the host country (i.e. China) through SAT and also to understand the effects in a longer time period. Additionally, we aim to provide a vision for future mega sport event planning and policymaking to enhance the social benefits of hosting mega sport events.

Methodology: Data were collected through a Chinese nationwide panel platform Credamo based on a representative sample of Chinese residents. The survey included standardized scales to measure social capital, social identity and psychological well-being. Three waves of data collection were conducted: one week right after the end of Beijing 2022 (Time 1), one month after the end of the first data collection (Time 2), and one year after the end of the Games (Time 3). We did a data screening by screening answering time below three minutes. After screening, we had 517 participants in Time 1, 490 participants in Time 2 and 506 participants in Time 3. Data were analyzed using used AMOS and SPSS PROCESS.

Results and discussion: The results showed that trust, network and reciprocity had significant relationships with psychological well-being in Time 1, Time 2 and Time 3. This indicated that social capital positively predicted psychological well-being for residents in China after the hosting of Beijing 2022. Social identity played a partial mediating role in the relationship between social capital and psychological well-being. The findings indicate that the 2022 Winter Olympics as a potential anchor influenced residents' social capital and social identity, and eventually enhanced residents' well-being in the long term in the host country.

# Enlightening Talks Abstracts

## Benefits and Barriers of Corporate Sport Involvement

Chanwook Do (Texas A&M University), Paul Yuseung Doh (Texas A&M University), & Minjung Kim (Texas A&M University)

Contemporary organizations have attempted to find various ways to improve their employees' mental health and life satisfaction (Haar et al., 2014). One welfare of an organization enabling employees to be involved in more physical activities is providing an environment for involvement with corporate sport. Employee participation in corporate sport may enhance their well-being socially, physically, and psychologically (Kim et al., 2022). However, if employees consider this activity as a part of work, it can also impact on their work-life balance and job stress levels (Flinchbaugh et al., 2022). Based on the scant literature devoted to understanding the benefits and barriers of corporate sport involvement, this study empirically examined the relationships among social support, work-life balance, corporate sport involvement, job stress, the intention to continue participating in corporate sport, and life satisfaction.

Conservation of resources theory (Hobfoll, 1998) maintains that individuals use various resources (e.g., physical energy) to achieve new resources. Because social support (e.g., friends, families) encourages to gain individuals' emotional and physical resources (Annink, 2017), it will positively influence work-life balance (H1) and corporate sport involvement (H2). Given the influence of work-life balance on employee behaviours (Zheng et al., 2015), we hypothesized the causal relationship from work-life balance to corporate sport involvement (H3), which may be moderated by job stress (H4). Spillover theory (Frischman, 2009) indicates that individual's behaviour in one domain of their life can spill over onto other domains; thus, it was expected that employees' life satisfaction is enhanced by work-life balance (H5) and corporate sport involvement (H6). Finally, enhanced involvement will increase their intention to continue participating in corporate sport (H7).

The target population was employees who regularly participated in corporate sport with their co-workers, and the researchers distributed the online on through the Qualtrics. With a final sample of 380 employees, we conducted a confirmatory factor analysis to evaluate second-order construct (i.e., sport involvement) and a full measurement model. Given the acceptable fit exhibited by the full measurement model, the hypothesized model also indicated a reasonable fit ( $\chi^2 = 607.355$ ,  $df = 263$ , CFI = .93, TLI = .92, RMSEA = .06). All direct paths and the moderating effect were significant at an alpha level of .05 (H1:  $\gamma = .45$ , SE = .05, H2:  $\gamma = .38$ , SE = .07, H3:  $\gamma = .29$ , SE = .07, H4:  $\gamma = -.06$ , SE = .03, H5:  $\gamma = .41$ , SE = .05, H6:  $\gamma = .23$ , SE = .06, H7:  $\gamma = .54$ , SE = .07).

The results indicated that social support, work-life balance, and the level of job stress were pivotal to enhancing corporate sport involvement, which positively influences life satisfaction and the intention to involve in corporate sport activities. Theoretically, this study expands our understanding of corporate sport involvement by empirically exploring the antecedents and its role in employee life satisfaction. Its practical implications can help human resource department employees develop internal management strategies for supporting employees' participating in corporate sport for their life satisfaction.

## **Troubled Horizons? Reflecting upon the Deteriorating Relations between Player Associations and Australian Sport Leagues.**

Hunter Fujak (Deakin University) & Brendan Schwab (independent scholar)

Contingent on the breadth of sports included in such discussion, professional Australian athletes have shared in the prosperity resultant from sport's professionalisation over the past half-century (Dabscheck, 2003). A central contributor to athlete prosperity has been the formation of Player Associations over this period to advocate for the collective interests of their members, especially through the negotiation of increasingly sophisticated collective bargaining agreements. Whilst trade unions, what has been perhaps underappreciated are how the idiosyncrasies of sport and the peculiarities that govern sport labour markets (such as salary caps, drafts, player trading and other restraints) distinguish Player Associations (Dabscheck, 1996).

Since momentous individual cases around athlete restraint of trade (see Tutty, 1971; Foschini, 1983; Adamson 1991), there have been few large industrial relations cases between players and Australian sport leagues over the past three decades. The principal reason for this has been the establishment and development of collective bargaining between sports leagues and Player Associations.

Significantly, this has largely occurred outside Australia's formal industrial relations legal framework and, by international standards, has been free of major disputation in the forms of player strikes, management lockouts and litigation. A prolonged period of harmony may however be concluding, with several Player Associations experiencing growing disquiet with their counterparts. The Rugby League Players' Association has been critical of the Australian Rugby League Commission's approach to consultation, and are at loggerheads in extended collective bargaining negotiations. The Australian Football League too remain locked in collective bargaining negotiations and have been particularly at odds over the needs and demands of its female athletes (Taylor, 2020). Most recently in June of 2023, Netball Australia withheld the naming of their national team in an unsuccessful powerplay to force a collective playing agreement upon the Australian Netball Players Association. These developments may be consistent with trends developing before the Covid-19 pandemic. In 2017, Cricket Australia and the Australian Cricketers' Association endured major collective bargaining dispute and in 2015 a collective bargaining dispute resulted in the cancellation of a major tour by the Matildas of the United States when the players refused to accept the terms sought to be imposed by management.

Whilst Australian sport has avoided instances of major industrial action more common in North America, the trending and current climate of heightened disquiet is noteworthy, providing an opportunity to reintroduce Player Associations to the SMAANZ consciousness. Player Associations have received comparatively little recent scholarly focus, which belies their contribution to the delivery of the sport product and the stability of sport's legal and economic frameworks (Dabscheck, 2011). Hence this enlightening talk provides a commentary on the current state of affairs within the athlete labour movement, informed by qualitative insights derived from related stakeholders. The talk endeavours to articulate key current tensions to open a dialogue regarding the future direction of Player Associations and the broader athlete movement, including the nature and role of collective bargaining.

## How Mediatisation in Sport Influences the Job Demands for a Professional Umpire

Lochlin Hamer (Deakin University), Jonathan Robertson (Deakin University), & Pamm Phillips (Deakin University)

This research aims to analyse how technological advancement in the mediatisation of sport has influenced the public scrutiny faced by an Australian Football League (AFL) umpire. Dowling et al. (2014) observe that professionalisation processes can occur at different levels of analysis (systemic, occupational, organisational). Building from this observation, we analyse how the pace of professionalisation (Amis et al., 2004) can differ between these levels. This is done by demonstrating how the AFL system has substantively changed to incorporate new media (i.e. modern television cameras, slow motion replays, on-field microphones, score review systems, social media), as well as the subsequent effect this has had on the professionalisation of AFL umpires.

Traditionally, the best umpires have been thought to be “seen but not heard” (O’Brien & Rynne, 2021). Perhaps, this is why research into umpiring has historically lagged behind other professions (Webb, 2014). Whilst modern research is beginning to explore the impact of abuse on umpires (Webb, 2022), a greater understanding of phenomena influencing the profession is currently lacking. To address this, we theoretically join emergent conversation within institutional work that is investigating the role of broader phenomena (i.e. time, boundaries, and material objects) on shaping the collective agency of individuals within institutions (Hampel et al., 2017). Specifically, the current study looks at how material objects (i.e. new media) influence the work behaviours of a professional AFL umpire.

Data were collected from a recurring radio segment on SEN (Sport Entertainment Network). SEN is a renowned Australian sports broadcaster. This data consisted of over 500 minutes of dialogue between an expert analyst (Gerard Whateley) and an expert AFL field umpire (Ray Chamberlain). The dialogue between these experts was transcribed verbatim. Subsequent thematic analysis identified key themes from which findings were derived.

Ultimately, this research found that new material objects (driven by the increasing mediatisation of AFL) have disrupted the ‘work’ of an AFL umpire within their field – ultimately increasing the level of scrutiny that they face. Any moment within a match is now able to be replayed, slowed down, and assessed in great detail (to the point where such content justifies a radio segment). Further, the use of fitted on-field microphones leads an umpire to continually evaluate the manner in which they communicate and present themselves. In this sense, increased mediatisation extends the level of scrutiny beyond their core job requirement. Now, it appears that umpires are not just scrutinised based on their decision-making. They are also scrutinised based on their individuality and how they present as a person.

Recognising that AFL umpiring has professionalised at a disproportional rate compared to other key stakeholder groups (particularly players and managers), further consideration needs to be given toward the challenges and requirements for umpires that are inextricably linked to the increased commercialisation and mediatisation of sport. Particularly, the resources and support systems that umpires need to thrive in a heavily scrutinised profession must be identified. If not, the longevity of the profession will be heavily jeopardised.

## Development of a Competency Survey for Sport Management in Australia

Megan C Hekkema (Federation University Australia), Melinda Hall (Federation University Australia),  
& Deborah A Pascoe (Federation University Australia)

In order to prepare sport management students for future employment, it is important that university curricula align with industry needs. Alignment with industry needs will ensure that students possess the necessary competencies to gain and maintain employment in sport management. As graduate employability becomes a priority for many education institutions, understanding the role of sport management competencies is essential in designing and updating curricula effectively. Despite the importance of aligning sport management competencies with industry needs, Emery et al. (2012) indicated that the Australian sport management curricula have been informed by generic national employability skills rather than the specific needs of industry. Research on sport management competencies and evaluation methods are limited, outdated, and have not specifically considered the Australian sport management industry context.

An audit of Australian sport management courses was previously conducted and for the current study, the results were combined with the Commission on Sport Management Accreditation (COSMA) Common Professional Components (CPCs). COSMA is currently the only global accrediting body for sport management. These combined findings were then used to develop themes and competency statements that matched the Australian sport management context. Subsequently, a modified Delphi process using experts in sport management was used to refine the competency statements and establish their validity. Following consensus, draft competency statements were compiled into a survey and piloted for reliability with Australian sport managers.

The study identified 29 competencies across the three domains of Foundations of Sport and Sport Management, Functions of Sport Management and Sport Management Environment. The final competencies and domains showed both similarities and differences to the COSMA CPCs and therefore formed the new Sport Management Competency Survey (SMCS). The SMCS was found to be a reliable evaluation tool with a Cronbach's Alpha of 0.913. The final competencies outlined in the SMCS serve as a valid and reliable foundation for the preparation of sport management students and the alignment of the design and outcomes of sport management curricula in Australia. Meeting required competencies based on industry needs will ensure that curricula align with industry and enhance students' readiness for securing future employment in sport management.



## **Modal Choice and Carbon Emissions output: Results from the Biggest Austrian Professional Football Club**

David M. Herold (Queensland University of Technology) & Tim Breitbarth (CBS International Business School)

The sport sector has to respond to climate problems as every other part of society. This contribution analyses event spectator mobility, the by far largest contributor to Scope 3 emissions related to any sport events. In particular, we aim to understand modal choice and its link with climate impact in a particular setting, leading to better understand ecological behaviour patterns.

**Background and Literature Review:** Climate change represents an environmental threat for the global community and is increasingly recognized by organizations and companies as a major business challenge. The consideration of the environmental impact has also found its way into the sports industry and the subsequent planning, organization and execution processes of sport events. The largest share of carbon emissions by far at major sport events is caused by fan mobility. Carbon output of spectator mobility, however, is heavily impacted by their modal choice. As a consequence, existing research does not only show a gap in the literature how different sport fan groups choose their mode of transport to the stadium, but also the how these different travel groups contribute to the carbon output.

**Research Design and Methodology:** We collected 3,317 responses at three home matches in Vienna of the 2019/20 season and via the survey to ticketholders administered via the club. The data includes the modal choices, travel distances, team support and other relevant info. Measuring approaches used by two leading CO<sub>2</sub>/mobility advisories (CO<sub>2</sub>OL, EcoLibro) provided the backbone to the surveying and calculation of fan mobility and the related carbon emissions.

**Results and Findings:** We found that the majority of spectators travelled to the stadium by car, followed by public transport. In particular, over 60 per cent of spectators arrived at the Rapid stadium by car, with 6.1 per cent using the car alone and 54.5 per cent using a shared car. This is followed by public transport with 31.9 per cent of spectators. 5.2 per cent spectators took a bus, while only 2,3 per cent of spectators arrived by bike or were walking. Given its popularity as a transport mode and the extent of carbon emissions associated with car use, the car contributed 71.6 per cent of overall carbon emissions and was, thus, the greatest contributor to Greenhouse gases at Rapid home games. However, the possession of an annual public transport ticket seems to indicate travel behaviour, i.e. the majority of fans with an annual ticket are using it, while fans without a ticket are using a car. From a carbon emissions perspective, each home game generates a total carbon output (CO<sub>2</sub>e) of 99,548 kg, which constitutes a carbon footprint of 6.0 kg CO<sub>2</sub>e per spectator.

**Conclusion, Contribution and Implication:** Despite sustainability reporting quickly becoming a standard in other industries, the lack thereof in sport/football clubs does not only bear the risk of undermining the issue of climate change, but also shows that sport organizations have been missing out on significant opportunities to improve the environmental impact of their operations. Results from this study add to better understand spectator mobility and its possible relation with club- and event-specific incentives (e.g. free use of public transport on the event day with advance ticket purchase or season tickets; pushback of car use by promoting alternative travel options through club communication) and wider context such as city council transport planning (e.g. smart/sustainable city strategies).

# The Psychological Impacts of Sporting Event in Host Community: A Scoping Review

Tingyu Hou (Waseda University)

**Background:** Over the past few decades, there has been a surge in studies that examine the social impacts of sporting events utilizing various terminologies. Two prevalent approaches exist for assessing residents' perceived social impacts (Faulkner and Tideswell, 1997). The first approach focuses on macro-level evaluations of cultural and environmental aspects. The second approach concentrates on the psychological and emotional states of residents. In the context of sporting events, while there have been some reviews focusing on the first aspect, a review specifically targeting the second aspect is yet to be conducted. The term “psychic income” has been highly identified to describe residents' psychological impacts, which refers to the emotional and psychological benefits residents perceive from hosting the event, even if they do not physically attend or are not involved in its organization (Crompton, 2004). This research aims to synthesize existing knowledge on the nature and mechanisms underlying psychological impacts experienced by host residents and identify research gaps in the existing body of literature.

**Methodology:** This research conducted a scoping review concerning Arksey and O'Malley's (2005) five-stage framework as the methodological guide while adhering to the PRISMA-ScR protocol to report the result. A comprehensive search of seven databases yielded 661 relevant studies. Inclusion criteria encompassed English peer-reviewed articles published from 1990 onwards, focusing on the host community and primarily examining the direct psychological impacts of sporting events, along with reporting mechanisms, indicators, outcomes, or changes related to psychological impacts. Ultimately, twelve empirically-grounded studies were included in the review.

**Findings:** The initial discussion emerged in 2012, subsequently sparking interest among scholars in this domain. Notably, there was a surge in publication by scholars in 2021 (n = 3) and 2022 (n = 4). Studies were conducted predominantly in the United States, China, and Qatar, with three papers each. Mega and major events, such as the Olympics, World Cup, and Championship, served as high-frequency research contexts. A majority of the articles employed cross-sectional quantitative designs, while the remaining collected longitudinal data but not panel data. Six studies applied theoretical frameworks including social exchange theory, social anchor theory, psychic income theory, social identity theory, and social capital theory. Kim's (2012) psychic income scale was repeatedly adapted to measure psychological impact across different contexts. The existing body of research primarily centered on scale development, while a portion of studies also investigated psychological impacts' changes, generation mechanism, and consequences exploration.

**Implications:** The findings of this review demonstrate the psychological impacts of sporting events in the host community. To enrich the academic knowledge in the field, future studies should; (1) Focus on the generation mechanism of psychic income, (2) Conduct a longitudinal study utilizing panel data, (3) Collect data from small-scale or participant events, (4) Focus on negative psychological impacts, and (5) Explore on long-term psychological legacy transformation.

# Volunteer Recruitment and Retention in Sports Organizations: A Systematic Review of the Literature

Md Safeyn Sadaat Mridul (Flinders University), Ashokkumar Manoharan (Flinders University), Adela McMurray (Flinders University)

Volunteering plays a significant role in Australia's vibrant sports culture. According to a report by the Australian Sports Commission (ASC) in 2019, over 2.3 million Australians aged 15 and above volunteered in sports and physical activity organizations. It is evident that sports volunteering remains an integral part of Australia's sports ecosystem, enhancing the nation's passion for sports while nurturing a spirit of volunteerism. (ASC, 2019). However, community clubs experience challenges in recruiting enough volunteers for their activities and, in turn, have difficulties retaining them (Kennedy, 2021). This can be due to several factors, such as increased compliance demands in many community sports clubs (Casey et al., 2023). Existing literature on volunteer attraction and retention is underdeveloped, and a systematic literature review is needed.

Conducting a systematic literature review on the recruitment and retention of community sports club volunteers is a valuable endeavour for several compelling reasons. Firstly, such a review can provide a comprehensive understanding of the current state of research in this area, allowing you to identify trends, best practices, and gaps. Secondly, community sports clubs rely heavily on volunteers to function effectively, making recruitment and retention strategies vital for their sustainability (Brown et al., 2019). Finally, this review can shed light on the evolving landscape of volunteerism in the context of sports clubs, considering factors such as changing demographics, technological advancements, and societal trends (Nissen et al., 2021).

Numerous systemic reviews have been published in this area (see Kim, 2018); however, the focus of these reviews is on sports event volunteers. Sports event volunteering differs significantly from community sports club volunteering in scope, duration, motivation, and responsibilities (Brown et al., 2019; Davis et al., 2018; Nissen et al., 2021; Smith & Davis, 2019; Ringuet-Riot et al., 2016; Warner et al., 2011). Thus, the objective of this systematic literature review is to examine the research trends and identify future research directions in volunteer recruitment and retention in sports organizations. For the purpose of the review, papers were analysed from 2005 to 2023 from databases such as Scopus, Informit, ProQuest One Business, Business Source Complete & Google Scholar. This resulted in 51 papers. The finding of this systematic literature review synthesizes the research trends, such as key variables, theories, and research methods. Further, the review pinpoints the gaps in the existing literature and presents further research directions to enhance our understanding of volunteer recruitment and retention.

## Rethinking Funding Models in Sport for Development

Per Svensson (Louisiana State University) & Ashlyn Hardie (Clemson University)

**Introduction/Context:** The sport for development (SFD) field is becoming increasingly professionalized and institutionalized (McSweeney et al., 2021). Although SFD funding mechanisms are becoming more diverse and complex (Whitley et al., 2021), many SFD nonprofits still depend heavily on grant-making foundations (Svensson et al., 2018), which are often based in the Global North (Darnell et al., 2019). Prior scholars have raised significant concerns over the unbalanced power dynamics and resource dependencies created by existing funding structures (Darnell et al., 2019; Giulianotti et al., 2019; van Luik et al., 2020).

**Practical Issue/Research Gap:** There are growing concerns about the nature of funders in SFD, as well as the locations of such resource providers (Latino et al., 2022; Millington et al., 2019, 2022). Although there have been calls for alternative funding models (Gardam et al., 2017; Svensson & Loat, 2019), there remains a noticeable knowledge gap on conceptualization of alternative structures of relevance to the SFD context. The editors of the *Journal of Sport for Development* recently called on researchers and funders alike to “think about different funding approaches that might better serve the SFD field” (Svensson et al., 2023, par. 6).

**Research Aim and Methods:** Our research aims to explore alternative organizational models for funding agencies in SFD. We draw on literature from related disciplines regarding distributed work (i.e., where organizational staff operate from different physical locations) and innovation to examine the potential role of creating location-independent funding organizations to advance the SFD field. Specifically, we ground our analysis in Rhymer’s (2023) framework on location-independent organizational models to conceptualize a new form of funding agencies in SFD.

**Findings:** The research is clear in the broader management literature that distributed work can create significant challenges for organizations related to communication, knowledge sharing, and decision making (Espinosa et al., 2015; Rhymer, 2023). Yet, there is also evidence of innovative organizational designs to potentially manage those unique challenges (Srikanth & Puranam, 2011; Tracey et al., 2011). Location-independent organizations represent one of the more extreme cases of distributed work and can be guided by different orientations (e.g., asynchronous vs. real-time; Rhymer, 2023). In this enlightening talk, we will further expand on how this new conceptualization of funders could provide the flexibility and transparency necessary for enabling more place-based solutions for SFD organizations (Whitley & Welty Peachey, 2022).

**Implications:** The conceptualization of a location-independent organizational form presented in this enlightening talk contributes to theoretical advancements in SFD (Welty Peachey et al., 2019), as it extends prior conceptual work on innovative organizational forms to funding agencies (Raw et al., 2022; Svensson, 2017). An asynchronous oriented organizational model challenges existing norms (Rhymer, 2023), and could enable an innovative pathway for transforming how SFD-specific foundations operate and overcome some of the power imbalances inherently associated with funders based in Global North locations (Darnell et al., 2019; Harris & Adams, 2016; van Luik et al., 2020).

## **Financing to the Results of Community Activities by J-League Clubs -FC IMABARI`s Stadium Finance as a Case Study**

Junta Ueno (Keio University), Asatoshi Tamamura (Keio University), &  
Takashi Matsuhashi (Takushoku University)

According to Funabashi (2020), stadium development in Japan is often difficult and time-consuming, with financing, coordination with local governments, and gaining understanding from the local community often preventing plans from moving forward. However, FC Imabari, a J3 League (third division) club with a population of 140,000 and managed by former Japan national team soccer coach Takeshi Okada as chairman since 2015, financed a stadium without major corporate support, and completed construction only three years after launching the construction plan. Construction was completed in just three years.

In this research, the significance of stadium development in terms of club management strategy through the case of FC Imabari, which set Sustainable Performance Targets (SPTs) in stadium financing and changed loan conditions according to the degree of achievement of SPTs.

The research method involved organizing club press releases, press conferences, rating survey results, and other news articles that were publicly available information, and analyzing them based on the theory of stadium finance by Muto (2020, 2022), who has long studied sports finance in Japan. The author worked at the club from 2017 to April 2023 as a public relations officer and conducted interviews with relevant staff.

The club entered J3 in 2020, there is no stadium in the city that satisfy the J2 and J1 regulations, and a new stadium was needed but club cannot expect construction funds from the local government. Therefore, the club began construction planning immediately after entering the J-League, and financed the project with approximately 4 billion yen (approximately 2 billion yen from a bank loan and the remainder through capital increase and crowdfunding, etc.). The land was ensured in the form of a free-of-charge lease, the local government's understanding of the results of its community activities, as the club had been active in community activities from the beginning, with players and employees actively participating in local events. Then, for the operational plan of the new stadium, we established community activities and new businesses at the stadium (VIP room, dog run, and cafe business) and applied for a loan.

As a result, the company became the first professional sports club to finance the project with the Sustainable Link Loan, a financial policy in which performance indicators are evaluated and loan terms and conditions are changed in conjunction with the degree of achievement.

As a result of the survey, the main reasons why FC Imabari was able to finance the stadium were: 1: understanding from the local government and local community based on the results of FC Imabari's community activities; 2: revenue generated from new projects using the stadium; and 3: the operational plan is a plan to create a lively atmosphere in the town. In other words, the results of community activities and the creation of new businesses helped to promote understanding of the repayment plan and to obtain financing from financial institutions. In the future, we would like to observe how the results of FC Imabari's activities and the repayment of the loan are linked.

# Enablers and Inhibitors to Digital Technology Adoption in Australian Not For Profit Community Sports Organisations

Andrew West (University of Technology Sydney)

Introduction and Background: Sports Organisations benefit from the adoption of digital technology and use of data analytics (Troilo, Bouchet, Urban and Sutton, 2016). Hoerber and Hoerber (2012) found the factors that enable technology adoption, include managerial, organisational and environmental factors.

This may be the case in well-resourced, early adopter, innovative sport organisations with a well-trained and motivated workforce, with the skills and capabilities to implement the technological accelerators. This is not the case of the low-resourced, laggard adoption, less innovative organisations, with little to no skills and capabilities in technology implementation and ongoing use. These are the characteristics of the not for profit, community sports clubs and leagues, predominantly reliant on volunteers as their workforce (Sport Australia, 2022).

To enable technology adoption and ongoing use requires organisational capacity building of non-profit community sport organisations (CSO). Organisational innovation is one of the crucial aspects of technology capacity building (Doherty and Cuskelly, 2020). Transfer of knowledge from technology capable staff and volunteers through co-ordinated training and technical support are success factors (Delshab et al., 2020). Best, Sibson and Morgan (2021) identified the norms and social systems of state sports associations (SSA) as an inhibitor to technology adoption. This deficiency is enhanced by the low level of technology capabilities, embedded cultural resistance of not-for-profit CSOs. This results in a cultural barrier to technology use (Ratten, 2020).

Purpose: The purpose of this research is to identify the level of technology adoption in not-for-profit CSOs and to identify the enablers and inhibitors to this implementation and ongoing use of technology.

Method, Analysis and Findings: The current research was a preliminary exploratory study consisting of semi-structured interviews, conducted with four committees of not-for-profit athletics community sports clubs in Sydney. Non-probability quota sampling was used, with two large clubs of greater than 250 members and two medium clubs of between 100-250 members were approached and accepted the interview. The analysis used the three-phase content analysis method of preparation, organisation and reporting (Elo and Kyngäs, 2008). Content analysis is an appropriate application to the interview data to identify categories and themes, which allowed a deductive content analysis, to provide structure to the verbatim text, enabling comparisons with previous studies and findings.

The findings identified similar categories and themes as those outlined above from previous studies. The lack of enablers identified were the low level of financial and time resources (Doherty and Cuskelly, 2020). Inhibitors identified from the study included the lack of skills and a cultural resistance at the committee and officials' level to implement (Ratten, 2020). Another common inhibitor identified was the lack of clear direction and leadership, training and support provided by the SSAs to assist in technology adoption as found by Best, Sibson and Morgan (2021).

The next stage of this research project is to gain a further understanding of CSOs and from the perspective of SSA. This will be achieved through the triangulation of the research method through the use of semi-structured interviews and an online survey to CSOs. Also interview the SSAs and national level organisations of their expectations and plans technology adoption and use.

## Streaming the CrossFit Games: Exploring Engagement in a Niche Sport

Sarah Wymer (Griffith University), Anne DeMartini (Kennesaw University), & Austin Brown (Kennesaw University)

The rise of social media and live streaming has emphasized the importance for sports organizations to comprehend the impact of these platforms on consumer engagement (Wymer et al., 2021; Qian, 2022). While previous research has established a link between engagement and social media platforms, engagement in social live streaming services (SLSS) presents unique qualities due to real-time interactions, fostering a sense of community (Haimson & Tang, 2019). However, there is limited research on how niche sports engage with their audiences on SLSS platforms compared to esports and professional sports (Kim & Kim, 2020; Li et al., 2023). This research gap calls for further exploration into the dynamics of engagement in niche sports to understand the challenges and opportunities they present for sports organizations and their fan communities.

This study applies Brodie et al.'s (2013) theoretical framework to examine the sub-processes and relational outcomes of consumer engagement during the live broadcast of the 2022 CrossFit Games. 235 respondents participated by completing an online questionnaire distributed through CrossFit-related communities on Facebook, Twitter, and Reddit. The collected data underwent descriptive and inferential statistical analysis, as well as content analysis to identify themes in open-ended responses.

Most respondents watched the CrossFit Games broadcast individually, with YouTube being the primary platform for both live and on-demand viewing. Interestingly, participation in the chat function during live broadcasts was relatively low, especially among individuals who felt connected to the CrossFit community. Surprisingly, respondents who lacked a sense of connection to the CrossFit community were more likely to participate in the chat function. This suggests that their participation may stem from a desire to actively engage, seek validation, or connect with like-minded individuals interested in CrossFit. Current or former members of CrossFit gyms reported a stronger sense of connection to the community and the brand, resulting in higher satisfaction while watching the games. Motivations for watching included pleasure, following athletes, admiration for athleticism, competition, interest in events and workouts, and comparison/participation. The live stream broadcast served as inspiration for over half of the respondents to participate in CrossFit, either by replicating the workouts or rejoining/joining a CrossFit gym. Suggestions for improvement included featuring a greater diversity of athletes, utilizing different camera angles, incorporating compelling storytelling and commentary, and leveraging advanced tracking technology.

This research explores a unique setting that has received limited attention. By focusing on CrossFit, a niche sport that does not heavily rely on traditional broadcasting revenue, this study provides valuable insights into how sport organizations can effectively leverage SLSS platforms. Given CrossFit's emphasis on community engagement and support, it serves as an intriguing case study for understanding how SLSS can contribute to the sport's growth and enhance consumer engagement. These findings provide new possibilities for leveraging SLSS platforms to enrich fan experiences, foster community building, and drive participation not only in CrossFit but also in other niche sports. The implications of this study extend to the broader understanding of consumer engagement in niche sports and offer practical recommendations for organizations seeking to leverage SLSS platforms effectively.

## Using the Delphi Method to Understand CSR in Community Sport

Christopher Yorke (Australian College of Physical Education), Mike Rayner (University of Portsmouth)

This paper contributes to an emerging research area that focuses on social responsibility within grassroots sport organisations (GSO) (Misener et al, 2019; Zeimers et al, 2017, 2019). The contribution is achieved by understanding the strategic and corporate social responsibility (CSR) priorities of practitioners who organise and run a GSO by completing a Delphi study. Whilst academic research has illustrated opportunities and challenges for practitioners engaged with CSR, there has been little consideration in academic literature regarding application of corporate social responsibility through sport (CSRTS) from the unique perspective of GSO. Therefore, considering the GSO perspective of 16 participants responsible for running a GSO via a Delphi study informs how CSRTS can assist GSO. The Delphi study responses demonstrate a misalignment between the GSO aims and their methods to achieve them. Financial sustainability secured the highest import (Mean = 1.06) and highest consensus level (93%). However, of 23 statements reviewed within Delphi study the methods to secure financial sustainability scored the lowest levels of import and consensus (e.g. hospitality, sponsorship, marketing). The case study of a GSO provides an authentic insight into the perceived challenges and opportunities, which then informs how to secure future engagement with CSRTS theory and frameworks.

The Delphi study method engaged with a panel of GSO experts to provide a multidisciplinary perspective on CSRTS. The Delphi study method is an iterative process that systematically progresses over repeated rounds of review to determine consensus between a group of experts (Bell et al., 2021). The Delphi study offers a platform to investigate a critical perspective on GSO ability to leverage the power of sport to achieve organisational goals. However, due to the lack of academic research in this area, this complex issue requires knowledge from people who understand the different economic, social and political issues. Therefore, the Delphi study answers the research questions appropriately, whereas a standard survey does not (Okoli & Pawlowski, 2004). In doing so, this chapter considers sports organisations' contribution to society (Robertson et al., 2019) and builds knowledge in this area by using the case study of a GSO based in the Southwest of the UK engaged with a CSRTS project.

In the absence of academic research that accounts for wide-ranging experiences of GSO engagement with CSRTS and the lack of known participants to create significant survey data, an alternative methodology is implemented to secure authentic insights. Therefore, the Delphi method can help secure insight into perceived priorities because the method can assist in the understanding of complex issues from the people who understand the socioeconomic implications of the study questions (Bell et al., 2021; Keeney et al., 2011; Okoli & Pawlowski, 2004). As a result, a three-round Delphi method was conducted between October 2021 and December 2021. This approach contributed towards understanding: 1). Identifying issues that face a GSO; 2). Identifying a consensus of key issues faced by a GSO; 3). Considers practicable solutions regarding the challenges of implementation and management of successful CSR partnerships. Overall, the Delphi study illustrates that the participants of the case study collectively identified their most important strategic goals (financial sustainability) but require support on how that can be achieved by creating meaningful partnerships that generate economic and social capital.