Do I stay or do I go? The experience of early-career rugby referees

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Officials play a vital role within organised sport (Warner, Tingle, & Kellett, 2013). They ensure organised sport is played fairly, safely and in a timely manner (Kellett & Warner, 2011). However, it is well documented that there is a shortage of officials at the grassroots level (Auger, Fortier, Thibault, Magny, & Gravelle, 2010; Doan & Smith, 2018; Livingston & Forbes, 2017; Ridinger, Kim, Warner, & Tingle, 2017; Warner et al., 2013). This suggests that more needs to be done to retain officials.

Officials in their first five years are most likely to quit (Cuskelly & Hoye, 2004; MacMahon et al., 2014). In fact, studies have found that attrition amongst first year officials specifically can be as high as 60% (Bernal, Nix, & Boatwright, 2012; Cuskelly & Hoye, 2004; Forbes & Livingston, 2013).

There are many reasons why officials choose to continue officiating. These can include; their experience (e.g. Kellett & Shilbury, 2007), motivations (e.g. Giel & Breuer, 2019; Hancock et al., 2015; Livingston & Forbes, 2017, 2016; Livingston et al., 2017), perceived organisational support (e.g. Choi & Chiu, 2017; Cuskelly & Hoye, 2013; Giel & Breuer, 2019; Kim, 2017; Livingston & Forbes, 2016; Livingston et al., 2017), role commitment (e.g. Barnhill et al., 2018), and organisational commitment (e.g. Gray & Wilson, 2008). These studies reinforce that retention of officials is difficult and complex (Auger et al., 2010). However, many of these studies highlight the reasons why officials discontinue. In contrast, this study explores why early-career rugby referees in New Zealand choose to continue refereeing. It is important to better understand the experience of early-career officials at the point where they decide whether to continue or not.

From 2013-2019 New Zealand Rugby (NZR) collected data from 2671 active rugby referees. 593 of these were in their first five years and indicated they intended to continue. Open-ended text responses from these individuals querying their experience are the focus of the current study. This data was analysed thematically in line with the recommendations of Braun and Clarke (2006).

Organisational influences, enjoyment of refereeing and the rugby environment were chosen as the themes which best characterised the experience of early career referees who intended to continue. The organisational element includes notions of support, opportunities and coaching. This is exemplified by a 1-2 year Northland referee who noted that "support as a new referee this year was excellent and motivated me... contact [was] made on a regular basi[s] from management administration through to mentors and assessors supporting me as a new ref." The sense of enjoyment amongst early-career referees was multi-faceted but notions of personal development, camaraderie, social connection, and being challenged seemed to contribute to a positive experience. A Canterbury-based referee noted that "this was my first year as a referee and [I have] been well supported by the other referees, I have really enjoyed the different experience to be[ing] a player." The rugby environment theme captures the behaviours of players, coaches, spectators and others that positively influence the refereeing experience. Positive sideline behaviour and feeling a sense of appreciation post-game are examples that were articulated by early career referees. A number of referees indicated that being appreciated post-match contributed to their enjoyment of refereeing rugby, and presumably their intention to continue.

Keywords: *Officiating, Refereeing, Sport Participation, Retention, Organisational Behaviour, Rugby, Industry*

Pakistan's sport policy (2010-2020): A critical case study

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Abstract

This paper critically examines the dominant characteristics of Pakistan's national and international sports policy over a ten-year period, from 2010 to 2020. The study provides an independent assessment of the initial design/development phase through to its public delivery. In doing so, we identify and address the emerging trends and associated challenges facing sports organisations in a developing nation that has been unable to host international sports events for over a decade.

There are a number of sports policy studies looking at the developed and developing countries in Europe (Fahlén & Stenling, 2016;Fernandes, Tenreiro, Quaresma, & Maçãs, 2011; Koski & Lämsä, 2015; Poppel, Claes, & Scheerder, 2018; Skille & Säfvenbom, 2011, Americas (Bravo & Silva, 2014; Chatin, 2016; de D'Amico, 2012), Middle East (Dousti, Goodarzi, Asadi, & Khabiri, 2013; Nassif & Amara, 2015; Reiche, 2015) and Oceania (Hoye & Nicholson, 2009) as well as in East Asia (Tan, Cheng, Lee, & Ko, 2009; Won & Hong, 2014; Zheng, Chen, Tan, & Lau, 2018). But there is scant research literature available on sports policy development, analysis and funding in developing countries of South Asia. Although sport secures an eminent place in Pakistan's national policy, the literature on Pakistan sport is both scarce and lacking academic rigor.

We generated data from 10 semi-structured interviews and an analysis of policy documents such as Constitution of Pakistan Sports Board, National Sports Policy 2001 & 2005, Cabinet reports and Cabinet subcommittee reports on promotion and development of sports, and national sport organisation annual reports. The thematic analysis clustered the important issues of Pakistan sport policy into the following themes: impact of devolution of Pakistan sports board and the 18th constitutional amendment, political involvement in sports, budget allocation, funding sources and distribution, administrative structure, sports development, athlete performance and training, stakeholders involvement and representation in policy reforms.

The key conclusion is that the development and delivery of sport at both a domestic and international level in Pakistan was negatively affected by the devolution of Pakistan Sports Board and inefficiencies in organisational structures. Political corruption, a lack of public and private sector investment and an unjust distribution of funds have also hindered the nation's ability to use sport as a vehicle for socio-economic development. Pakistan's sports policy and underlying structures fall short of modern international sports requirements and reform is strongly recommended. Looking to the future, the politicians and policymakers desire to end the existing boycott, host major sports fixtures/events and attract international visitors needs to be used as a catalyst for organisational change and the eventual transfer of power from the producers to the consumers. For this to occur, however, those holding senior leadership portfolios will need to engage in consultation with salient stakeholders located within Pakistan and within the international sports community.

Release the Kraken: An analysis of a virtual brand launch during a global pandemic

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League expansion, team brand development, and team rebranding has garnered broad interest in sport management scholarship (Daniels, Kunkel, & Karg, 2019; Kunkel, Doyle, Funk, Du, & McDonald, 2016). Of particular interest to sport management scholars has been the actions sport organizations undertake in creating a brand and fostering fan interest in the early phases of the team's life cycle (Daniels, Kunkel, & Karg, 2019; Lock, Darcy, & Taylor, 2009). In recent team brand launches, sport organizations, such as the Vegas Golden Knights, have built and ultimately unveiled their brand through a series of in-person and virtual events, typically culminating in a large gathering of fans, media members, team officials, and interested parties. Due to the COVID-19 pandemic, a question arises, how does a sport organization launch a brand when in-person contact and gathering is not feasible? In this study, we develop an exploratory case study of the virtual brand reveal of the National Hockey League's 32nd franchise, the Seattle Kraken, and the resultant virtual fan engagement following the brand launch.

There were several unique elements about the NHL Seattle brand reveal that will be discussed as a part of this presentation. These elements include the timing of the release, which occurred more than a year after the team was awarded to the city of Seattle and during a global pandemic; and the heavy reliance on digital engagement opportunities for fans, including streaming the launch on Twitter and YouTube, an entire day of synchronous digital programming options for fans to learn and engage with the newly released brand, as well as asynchronous digital engagement opportunities.

To assess the range of fan engagement during this digital brand release, data around the Seattle Kraken launch were collected from social media and Google. Meltwater, Twitonomy, and NVIVO NCapture were all used to collect data related to the brand launch using search terms such as "NHL Seattle", "Seattle Kraken" and "Kraken". Additionally, Google trend data were collected to explore the increase and geographic spread of searches for the Seattle Kraken name around the brand reveal, serving as a proxy for consumer demand. The resulting data were analysed for both geographic spread, using mapping software, and for content using Leximancer, a qualitative textual analysis software.

Preliminary analyses suggest that the virtual nature of the launch, as well as the in-depth programming that followed the initial name and logo announcement, promoted wide geographic interest and the opportunity to engage fans locally and globally. Implications for the Seattle Kraken and other sport marketers will be discussed.

Keywords: *Brand management, social media, league expansion*

Team Representation: Dimensions, Antecedents, and Consequences

Akira Asada (Texas Tech University) and Katherine R. N. Reifurth (Aurora University)

Sport management researchers have long posited that sports teams represent the communities in which they are located; however, the manner in and extent to which sports teams represent their communities have become more varied (Asada & Ko, 2019; Lewis, 2001). To systematically evaluate how people perceive local sports teams' representation of their communities, we developed the concept of team representation and explored its dimensions, antecedents, and consequences. Based on Pitkin's (1967) framework of representation, we propose that team representation has four major dimensions: formal, descriptive, symbolic, and substantive.

We conducted focus groups in Southern and Midwestern locations of the United States. In total, 34 participants were included in eight focus groups held over a 4-month time frame. We used the constant comparative method to shape the analysis of the data as they were collected (Taylor & Bogdan, 1998). The results revealed the key dimensions of team representation. First, formal representation refers to the extent to which people think a local sports team is authorized by and accountable to the city. Second, descriptive representation refers to the extent to which people think they share descriptive characteristics, especially racial profile, with a local sports team's personnel. Third, the expressive aspect of symbolic representation refers to the extent to which people feel a local sports team exemplifies unique values and identities shared in the community. Fourth, the normative aspect of symbolic representation refers to the extent to which people consider supporting a local sports team to be part of the shared cultural norms of the city. Finally, substantive representation refers to the extent to which people feel a local sports team acts in accordance with their interests and needs. We also found that team representation is influenced by sport-related (e.g., popularity of the sport), team-related (e.g., success), fan-related (e.g., the number of local fans), and external factors (e.g., city population). Finally, team representation results in business outcomes (e.g., game attendance) and social outcomes (e.g., civic pride).

In contrast with the extensive literature on the connections that individual fans establish with sports teams (e.g., team identification) and with other fans (e.g., fan community attachment), little scholarly attention has been paid to the connection between a sports team and its local community as a whole, including nonfans. The current study fills this conceptual void and help sports teams develop marketing and communication strategies for improving their representation status. Improved understanding of a team's representation may allow teams to better connect to their fans and greater communities, leading to increased revenue, attendance, and support.

Keywords: *Community, Focus group, Social impact, Spectator sports*

Effects of Self-Brand Connection and Self-Construal on Consumers' Psychological and Behavioral Responses to Athlete Scandals

Akira Asada (Texas Tech University) and Akiko Arai (Tokyo University of Science)

Athlete scandals are of broad and current interest in the athlete branding literature (e.g., Lee & Kwak, 2016, 2017). However, the research domain is still in its infancy, and researchers should explore theoretical approaches that may plausibly explain how athlete scandals influence consumers' psychological and behavioral responses. In this study, based on brand relationship theory (Fournier, 1998) and self-affirmation theory (Steele, 1988), we examined the effects of people's self-brand connection to an athlete and their self-construal on their psychological (i.e., self-identity threat) and behavioral responses (i.e., advocacy) to an athlete scandal.

First, we conducted an experiment ($N = 213$), employing a two (self-brand connection: low vs. high) by two (self-construal: independent vs. interdependent) between-subjects factorial design. After the manipulation of two independent variables, the participants were asked to read a fictitious news article about an athlete testing positive for using a PED and to indicate their self-identitythreat (Murtagh, Gatersleben, & Uzzell, 2012). The results of an analysis of variance (ANOVA) revealed that the participants in the high self-brand connection, interdependent self-construal condition experienced a significantly higher self-identity threat ($M = 4.52$) than other participants in the low self-brand connection, independent self-construal condition ($M = 3.24$); the low selfbrand connection, interdependent self-construal condition ($M = 2.96$); and the high self-brand connection, independent self-construal condition ($M = 3.70$).

Second, we conducted a survey ($N = 279$) in which the participants retrospectively evaluated their behavioral reactions (i.e., advocacy) toward actual athlete scandals. The results of an ANOVA showed that the participants in the high self-brand connection, interdependent self-construal group showed a significantly higher advocacy ($M = 5.06$) than other participants in the low self-brand connection, independent self-construal group ($M = 1.76$); the low self-brand connection, interdependent self-construal group ($M = 1.71$); and the high self-brand connection, independent self-construal group ($M = 3.26$).

The results of the two studies provide empirical support for self-affirmation theory by showing that people who experience an identity threat, because of an athlete's scandal, engage in self-protective behaviors (i.e., advocacy) to restore their self-worth. Based on the findings, we concluded that people sometimes maintain their support for an athlete involved in a scandal, not necessarily because they are not influenced by scandal information but rather because they want to protect and restore their threatened self-worth (Cheng, White, & Chaplin, 2012).

Keywords*: Athlete brand, scandal, brand relationship, self-identity threat*

Good Sports Governance in Ireland: is it worth striving for?

Banville, S., Delaney, P., Connors, N. and Griffin, R. (Waterford Institute of Technology)

A wise man once said that it is challenging to find anything else in the world quite so badly governed as the industry of Sport. The wise man was Sunder Katwala, and his opinion of sport has relevance in the nation of Ireland (Donnelly, 2015). The arrest of the former president of the Olympic Federation of Ireland at the Rio Olympics on counts of ticket touting and the ever ongoing fiasco of John Delaney's misuse of power during his reign as CEO of the Football Association of Ireland has diluted the trust placed upon the custodians of sport in Ireland. After a series of sports governance scandals, Sport Ireland introduced the Community, Voluntary and Charitable (CVC) governance code. With global attention, and indeed increased pressures; this is the first move to change Ireland's colourful past. Diversity, however, in terms of the organisational structure and available resources, as well as the operational climate and culture of Irish National Governing Bodies of Sport (NGBs) and Local Sports Partnerships (LSPs) had the potential to prohibit compliance with the code.

The purpose of this study is to delve into sports governance in Ireland and explore the journey of becoming sports governance compliant. The research design was two-fold. First, to identify what Sport Ireland considers as best practice in the governance of Irish sport, two key informant interviews were conducted with relevant representatives from Sport Ireland. Secondly, the national sample of NGBs and LSPs were invited to complete a survey via Survey Monkey. This survey is an adaption of previous studies (Badminton World Federation, 2016; The Governance code, 2016; The Association of Summer Olympic International Federations, 2016; Walters, Trenberth & Tacon, 2010; Breuer & Hallman, 2012). The survey examined the issues and challenges that the organisations experienced on their journey to governance compliance. It probed into the resources and supports that the organisations received and would have liked to receive. Finally, it investigated the perceived and actual benefits of becoming sports governance compliant.

Sixty-three per cent of respondents said that a lack of sports governance skills, knowledge and expertise were a barrier to compliance with the code. Eight-six per cent felt work overload on the journey to compliance, and 52% cited that a lack of resources was inhibiting. What is interesting, however, is that Sport Ireland felt that they had provided more than enough resources and supports to help the organisations become compliant with the code.

Overall, the results of this study find advantages and disadvantages to the sports governance system in Ireland. It is distinct, however, that the system is perhaps not functioning as well as it could be. Both Sport Ireland and the sports organisations have a different opinion on its functionality. It is therefore difficult to say whether sports governance in Ireland is worth striving for.

Before this study, we knew that on many occasions, sports organisations were unable to govern themselves to the necessary level. Thus, public authorities intervene and implement codes of good sports governance. Many countries have now adopted these codes. However, this study finds that issues lie in their implementation. Few studies examine the issues and challenges that sports organisations experience on the journey to compliance. Moreover, limited research identifies the resources that the sports organisations need at the beginning, middle and end of the journey to sports governance compliance. This research addresses this gap in the literature.

Auckland & the Auld Mug: Exploring the leveraging of mega sports event legacies in the 'City of Sails'

Christopher Barron & Dr Richard Wright (Auckland University of Technology)

The most common dimensions used to assess whether a sporting contest is a 'mega' event are size, costs, and impacts over time. To help capture this information, the number of pre- and post-event impact assessments that include legacy and leveraging implementation outcomes has increased significantly over the past decade. As a consequence, the identification and exploitation of tangible legacy-leveraging opportunities has become an integral part of the mega sports event (MSE) planning process. A report produced by the New Zealand Ministry of Business, Innovation, and Employment (MBIE) in 2017 referred to the America's Cup as "an iconic event in New Zealand's sporting history" and estimated that every $1 invested in hosting the 2021 regatta (AC36) would come back more than seven-fold by 2055, with between $600 million and $1 billion being injected into New Zealand's economy between 2018 and 2021. Despite the on-going threat of COVID-19, Auckland, 'the City of Sails', is still on course to become the first America's Cup host to have previously staged a successful and an unsuccessful defence of the oldest trophy in international sport (the Auld Mug). This study presents the results of an exploratory case study that not only identified the key stakeholders responsible for leveraging the tangible and intangible legacies attached to this mega sports event to the 36th America's Cup (AC36), but also evaluated their expectations around the short-term and long-term return on investment opportunities for the host community. Thematic analysis was employed to extract key themes and recurring features from three in-depth, semi-structured interview. In Addition, Google analytics was used to capture the extent to which local and overseas media covering the build-up to AC36 referred to Auckland as 'the City of Sails', an iconic destination brand campaign whose origins date back over twenty-five years and are explicitly linked to the first time that a team representing the Royal New Zealand Yacht Squadron (RNZYS) claimed possession of the 'Auld Mug'. The finding, conclusions and recommendations combine to reinforce the notion that positive MSE legacies, whether planned or unplanned, tangible or intangible, can be leveraged by members of the host community for many years before and after the athletes, officials, spectators and international media arrive.

Keywords: *Mega Sports Event, Legacy & Leveraging, America's Cup.*

The Experiences of Professional Cheerleaders and Dancers

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Sexual harassment (SH) at work is a global problem across all industries (Jagsi et al., 2016; Soni & Soni, 2018; Till, 1980). Although men are sometimes targets of harassment (Scarduzio et al., 2018); women are most frequently harassed, and it affects them the most (Clarke et al., 2016; Jagse et al., 2016). Women in male- dominated professions are particularly vulnerable to SH (Waterhill et al., 2011), especially if they do not conform to feminine roles (Woan-Jinq and Yazdanifard, 2015). As such, it is not surprising when women are harassed in the sport setting.

For example, women and sexual minorities have been found to experience SH in sport (Alexander et al., 2020; Kokkenen, 2019). Additionally, the media constantly reports on instances of SH globally, such as Marshal Faulk's fondling and Vince McMahon's indecent exposure allegations (nydailynews.com). Despite the media attention given recently to the SH of professional cheerleaders (Macur & Branch, 2018), the authors did not find research investigating this phenomenon. Consequently, the purpose of this study was to explore the SH of professional cheerleaders and dancers.

Newman et al's (2016) SH definition was used. Objectification theory (Lameiras-Fernandez et al., 2018) and social cognition theory (Taylor, 2016) drove the two research questions: 1) Do professional cheerleaders and dancers experience SH in their profession? 2) How familiar are professional cheerleaders and dancers with sexual harassment reporting mechanisms and policies?

The nature of the questions made a qualitative design most appropriate. Participants were nine professional cheerleaders/dancers in various professional sports leagues in the United States (eight females and one male) from around the United States. They were contacted through email. Each participant completed a questionnaire with 11 open-ended questions about SH and their experiences in professional cheerleading and emailed the completed questionnaire back to the researcher. Each researcher individually coded the original data, before coming to a consensus on final coding to enhance the analysis.

There were four salient themes: fan interaction, SH, responses to SH, and policies and reporting. Overall there was a lower prevalence of sexual than anticipated and many behaviors were not qualified as SH by participants (RQ1). Additionally, most participants did not know the formal reporting mechanisms (RQ2).

This study contributes to the existing literature in several ways. First, it provides an initial exploration of the SH of professional cheerleaders. Second, it documents factors influencing cheerleaders and dancers' understanding of SH in their workplace. Third, it highlights limitations to reporting mechanisms. Finally, it sheds light on larger societal influences that, together with personal and organizational factors, shape their understanding of these experiences. The findings have practical implications for SH training (Desplaces & Ogilvie, 2020), policies (Jacobson & Eaton, 2018), and reporting procedures (Foster & Fullagard, 2018) that ensure all employees understand SH and are aware of reporting mechanisms and organizational policies. Limitations and future research directions are discussed.

Keywords: (sexual harassment, professional cheerleader, dance squad, sexual harassment reporting, training and policies).

Interscholastic personnel's reactions to the sexual harassment of their students and coworkers

Naville A. Parra-Alonso (Arkansas State University), Claudia Benavides-Ambs (Arkansas State University) & José L. Tristán-Rodríguez (Universidad Autónoma de Nuevo León)

Sexual harassment is a global, widespread phenomenon that presents negative effects. It occurs in the workplace (Schnapp et al., 2016), at school (Kaltaila-Heino et al., 2018), on the street (Davidson et al., 2016), online (Holt et al., 2016), and in sports (Panja, 2019). Recipients of this behaviour, referred here as targets, see detriments in their physical and psychological health (Sojo et al., 2016); like depression, anxiety, hostility, and drinking (Wolff et al., 2017). Teen targets report the most severe psychological consequences (Dahlqvist et al., 2017; De Lijester et al., 2016)

Targets rarely report incidents (Taylor et al. 2018), sometimes because they minimize their experience, (Freedman-Weiss et al., 2020), or fear retaliation (Bullock, 2020). So when sexual harassment occurs in interscholastic sports, schools and leagues, like other organizations, must rely on bystander intervention (McDonald et al., 2015; McMahon and Banyard, 2012). However, this is problematic as bystanders must first recognize a situation as unambiguous and harmful to a target to qualify it as harassment.

Athletic personnel have a responsibility to understand, identify, and report harassment events, and mitigate risks (Mountjoy et al., 2016). The purpose of this study was to explore interscholastic athletics personnel's perceptions of severity and reactions to the sexual harassment of their students and co-workers. We also studied if these responses vary under proactive cultures of diversity. We used a typology of bystander intervention (Bowes-Sperry & O'Leary-Kelly's, 2005) and a diversity culture framework (Fink & Pastore, 1999) to theorize: 1) Participants will classify a hostile environment scenario as more severe when the target is an athlete, not a coach. 2) Participants will be more likely to intervene in scenarios where the target is an athlete, not a coach. 3) Participants in proactive departments will be more likely to intervene. 4) We expect a moderating effect of culture on the relationship between the severity of the scenario and willingness to intervene.

Participants were 228 coaches and athletics personnel (75.4% males and 19.3% females) from the Southeast United States. Data were analysed with a moderated linear regression and the Johnson-Neyman technique. Hypotheses 1, 2 and 3 were not supported. Hypothesis 4 was partially supported. The results indicate the severity of the scenario had an effect on participants' willingness to intervene in athletic departments with cultures scoring 1.30 or below on the diversity culture scale. This study contributes to the existing literature by a) providing empirical data on bystanders' identification of hostile environment sexual harassment situations in interscholastic athletics, and b) exploring circumstances under which observers are willing to intervene. Limitations and future research directions are discussed. The findings have practical implications for bystander training, sexual harassment reporting protocols, and diverse cultures in interscholastic athletic departments and other organizations.

Keywords: *Sexual Harassment, Interscholastic Athletics, Interscholastic Personnel, Athletes' Sexual Harassment, Coaches' Sexual Harassment.*

Effective Social Support for Athlete Well-Being and Retention

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Increasing attention, in both research and resources allocated, has been given to the holistic development (e.g., physical, academic, social) of college athletes in the United States (NCAA Sport Science Institute, 2018; Warner, 2016). How a socially supportive culture is fostered requires further attention given the significant influence this issue can have on athlete retention and well-being (Berg & Warner, 2019). While there are a multitude of factors that facilitate athlete retention, social support, or a sense of community, has been repeatedly recognized in literature as a critical consideration that must be effectively managed (Baker, Horton, Robertson-Wilson, & Wall, 2003; Berg, Fuller, & Hutchinson, 2018; Kidd, Southall, Nagel, Reynolds, & Anderson; 2018; Warner & Dixon, 2011). College athletes will often have various supporting stakeholders, but the athletic department under which they train and compete arguably has the most prominent influence on their development (Berg & Warner, 2019; Czekanski & Turner, 2015; Sartore-Baldwin & Warner, 2012). A strong sense of community does not guarantee successful athletic performance, but research clearly supports it is fundamental to overall athlete well-being and retention (Berg & Warner, 2019; Berg, Warner, & Das, 2015; Warner, Kerwin, & Walker, 2013).

The purpose of this study, therefore, is to better understand how athletic department leadership and staff foster environments in which athletes feel socially supported. With data collected at various U.S. universities, the goal of this research is to determine the most effective strategies, from the viewpoint of athletic department leadership and staff, to creating a social supportive environment for athletes. This study utilizes a sport development framework for data analysis (Green, 2005; Sotiriadou, Shilbury, & Quick, 2008). For purposes of this study, the retention stage is the principal focus because it is the most applicable stage athletes are experiencing while competing for their universities. Throughout sport development research, the fundamental role of social support has been limited (Berg & Warner, 2019; Sotiriadou et al., 2008), and best practices for fostering such support have remained vague.

Qualitative data were collected at 10 NCAA Division 1 athletic departments to identify best practices in providing social support to athletes. A total of 24 athletic department staff members, with various job responsibilities, participated in individual or focus group interviews. Data analysis is ongoing and will conclude in September 2020. Using NVivo 12 software, four researchers will independently locate themes and discuss emergent codes to determine best practices. Such peer review increases trustworthiness by asking research team members to offer suggestions or ideas that may have been missed in the data (Patten, 2014).

Sport development research has illustrated that elite athletic excellence requires the social development of the athlete and not just sport-specific or physical advancement (Baker et al., 2003; Martindale, Collins, & Daubney, 2005). The theoretical insight generated from the data may provide refinement of sport development principles applicable to various sport organizations. The practical implications will present evidence-based recommendations to assess how effective athletic administrators are in providing social support that aids athlete well-being and retention.

Impact and legacy of the FIFA Women World Cup France on the policy of hosting cities' sports clubs

Guillaume Bodet (University of Lyon), Cécile Ottogalli-Mazzacavallo (University of Lyon), Aurélie Epron (University of Lyon), Virginie Nicaise (University of Lyon)

Aim and objectives

The impact and legacy of major sport events remain an important issue, for public and sport decision-makers, local communities as well as for the academic community (Preuss, 2015). This question is particularly important as existing knowledge does not universally support strong impact and legacies (Thompson et al., 2019), and that sport events are intrinsically extremely diverse and are hosted in similarly diverse context and locations (Spaaij, 2009). One growing objective, and thus justification, for organising sporting events relates to the social impact/legacy they can have (Chalip, 2008). For this reason, and responding to a call from the Local Organising Committee of the FIFA WWC France 2019, this study aimed to evaluate the impact of the event on sports clubs – football and non-football in France, which is one component of event legacy (Preuss, 2019). The event studied is particularly interesting considering that women's sporting events have been understudied and that women's football have been rapidly developing in terms of participation, image and media attention (Hallmann, 2012).

Methodology

The methodology followed a two-phase process. First, a questionnaire was conveniently administrated to sport clubs of the 9 hosting and 1 non-hosting city. The main goal was to characterize the situation of women and the club's policy regarding women's participation. The sample includes 96 clubs, comprising 17 football clubs. The second step based on phone interviews with club's board members, aimed to evaluate the WWC's specific impact on their club. The convenient sample is made of 60 clubs, comprising 3 football and 3 non-football clubs in each of the 10 cities.

Findings

The phase-1 results showed that only a minority of clubs had a formal engagement towards the promotion of women sports, but half of them declared having dedicated actions to promote gender equality. Overall, the phase-2 results indicate that although the event was very well received in the host cities it did not have any perceived impact on non-football clubs. If football clubs estimate that the event changed images and perceptions of women's football, they rarely observed an impact in their club, mainly through the arrival of few (< 10) women participants. Few declared wanting to develop more programmes in the near future, either because they perceive they already do a lot, or because they lack resources, especially, volunteers and training slots.

Keywords: *Impact, Legacy, Women, Football World Cup, Sport Clubs*

Pursing excellence in dual careers: Junior athletes' challenges and barriers to balance sport and education.

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The purpose of study is to identify junior athletes' challenges and barriers to manage their dual careers (i.e. combining sport and education or sport and work) and explore support systems in place for junior athletes. This is to better understand what junior athletes' needs are and what the current practices are in that domain within sport organisations, sport clubs and national governing bodies. This research project is part of a larger research project to develop a Massive Open Online Course (MOOC) for assisting junior athletes in managing their dual careers. The current study is designed to inform the larger project by providing research-driven evidence on what challenges and barriers they need to overcome in order to cope with both sport and study as well as what gaps exist in the current practice of sport organisations to support Junior athletes. The research questions are: 1) What are the challenges and barriers junior athletes face to manage their dual careers? 2) Are there any structured support services or systems provided to dual career junior athletes? and 3) Are there any similarities or differences between the seven countries (Greece, Italy, Poland, Portugal, Slovenia, Spain, and the United Kingdom)? Junior athletes are defined as student-athletes aged between 15 and 19 in this study (Wylleman, 2019). The specific cohort investigated by this study are adolescent athletes who are particularly at risk for dropping out from sport for different reasons (Baron-Thiene & Alfermann, 2015). A failure to balance dual careers may be one of the reasons for athletes 'dropping out' of sport. The Holistic Athlete Career (HAC) Model (Wylleman, 2019) that examines athletes' development at six different levels – athletic, psychological, psychosocial, academic/vocational, financial, and legal – served as the underlying framework for the study to understand their different challenges and needs for specific support for each level. Cosh and Tully (2015) claim that dual career athletes encounter various stressors in terms of balancing sport and education, e.g. scheduling, fatigue, coaching, and finance. Likewise, several studies examine challenges and barriers studies (e.g. Ryan, et al., 2017) faced by dual career athletes as well as the coping strategies used to overcome such difficulties (e.g. Schubring & Thiel, 2014). However, research into structured support services and systems to assist dual career athletes remains scarce. Such studies are also limited to cases of a single or a couple of countries. The present study is to investigate seven different countries on this topic. A semi-structured interview method was applied in the study. 10 interviews with junior athletes were conducted in each country (n=70) in order to identify their challenges and barriers associated with their dual careers and the structured support services or systems in place to support them. The participants in each country were interviewed in their own languages. The data was transcribed verbatim and translated into English. Thematic analysis was applied (Braun & Clarke, 2006). The research team is in the process of data analysis and aims to complete it at the end of October 2020. The current study aims to fill a research gap by providing an overview of current practice in seven different European countries regarding supporting junior athletes who may experience difficulties due to their dual careers. Our findings will inform further research aimed at developing an online psycho-educational curriculum, via MOOC, for the target population.

Is Activation Worth It? The Role of Experiential Consumer Engagement on Outcomes of Luxury Brand Sponsorship

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Sport event sponsorship has been increasingly integrated into marketing mix of luxury brands (Melovic, Rogic, Cerovic Smolovic, Dudic, & Gregus, 2019). However, academic research on issues of strategy and management in luxury branding (Gurzki & Woisetschläger, 2016) and event sponsorship (Cornwell & Kwon, 2019) has remained scarce. Thus, it remains unclear whether it is beneficial to integrate consumer experiences into the promotion of luxury brands (Lunardo & Mouangue, 2019) and activate sponsorships during events (Cornwell & Kwon, 2019; Su & Kunkel, 2020). The purpose of this research is to examine the effects of event activation on sponsorship outcomes in the context of luxury brands. Prior literature has argued that activation allows to position sponsor brands in a memorable and engaging way (O'Reilly & Horning, 2013), providing consumers with more informational and emotional stimuli than traditional advertising-like sponsorship (Cornwell, 2019).

In this research, we propose that 1) longitudinal changes in sponsorship perceptions should influence changes in sponsor brand attitudes; 2) activation should lead to a significantly stronger increase of sponsorship perceptions and sponsor brand-related attitudes among event attendees than advertising-like sponsorship, and 3) self-congruity with the sponsor should play a mediator role in the relationship between consumers' sponsorship perceptions and attitudes toward the sponsor.

To test our assumptions, we conducted a field experiment with a longitudinal sample of attendees ($N = 375$) at a luxury sporting event in Europe in 2019. Using two waves of surveys and global single-item measurements of sponsor-event fit, sponsor brand attitude (Gwinner & Bennet, 2008), sponsorship authenticity (Alhouti, Johnson, & Holloway, 2016), and self-congruity with sponsor (Sirgy, 1997) we evaluated sponsorship responses before and after the event in relation to two sponsors: one pursuing activation and the other one pursuing advertising-like sponsorship. Hypotheses were tested via paired samples *t*-tests administered in IBM SPSS version 26 and partial least squares structural equation modeling (PLS-SEM) with 5,000 bootstrap subsamples in SmartPLS 3.2.7.

Findings revealed that event activation leads to significantly stronger improvements in perceptions of sponsor-event fit and sponsorship authenticity than advertising-like sponsorship. The longitudinal changes in self-congruity with the sponsor and sponsor brand attitudes were not significantly different between the two brands. However, for the activating sponsor, sponsorship perceptions explained more variance of changes in sponsor brand attitudes. These findings indicate that activation allows sponsors to exercise a greater power over sponsorship responses than advertising-like sponsorship. Furthermore, self-congruity with the sponsor was a significant mediator between sponsorship perceptions and sponsor brand attitudes. The findings expand our knowledge on longitudinal changes in responses to event sponsorship (Cornwell & Kwon, 2019) and the role of activation in sponsorship outcomes (Su & Kunkel, 2020). The study reveals that consumer engagement through event sponsorship activation at luxury sporting events holds a potential to market luxury brands more effectively.

Consumers' intention to purchase sporting goods in social commerce: An extended information adoption model

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The emergence of social media has not only changed the way how people interact and communicate but also created opportunities for social commerce, which is a new business model of electronic commerce (e-commerce) (Qualman 2010; Evans 2010). Social commerce is considered a type of e-commerce that uses social media platforms that support social interaction and user contributions to assist online transactions (Liang & Turban 2011; Yadav et al. 2013). It should be noted that various retailers and brands in lifestyle-oriented retail categories, including sporting goods, are seeking success on social commerce platforms (eMarketer, 2019). However, there has been relatively little research on exploring sport consumer behaviour in the social commerce context. Accordingly, the purpose of this study was to explore consumers' purchase intention of sporting goods in social commerce by applying the information adoption model (IAM) as the theoretical framework. More specifically, we included perceived risk as an extended variable in the IAM in order to better understand the consumers' decision-making process in social commerce. An online survey was administered to Chinese consumers ($n = 513$) who have purchased sporting goods on social commerce websites. Using SmartPLS 3.0 software, a partial least squares structural equation modelling analysis was conducted in this study. The results found that both argument quality and source credibility positively led to consumers' perception of information usefulness, which in turn affected their intention to adopt the information. Moreover, information adoption was positively associated with the purchase intention of sporting goods, while perceived risk had a negative influence on information adoption and indirectly affected purchase intention of sporting goods. The findings of this study address the research gap in the extant literature and contribute to a better understanding of consumers' intention to purchase sporting goods in social commerce.

Keywords: *Purchase Intention, Sporting Goods, Social Commerce, Information Adoption Model, Perceived Risk*

Establishing a Line of Scrimmage: University Football Stadiums and their Effects on Surrounding Communities

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Urban universities in the United States are embedded into their neighbourhoods—physically and culturally. This proximity can be contentious, particularly when a university's real estate demands leads to campus expansion. Expansion may be partially attributed to enrolment growth, but there are likely other factors, including the university "arms race" (Chapman et al., 2018). These changes are often accompanied by community backlash (e.g., Silverman et al., 2018). Residents in university-adjacent neighbourhoods can face a range of campus-based externalities, including student behaviour, impacts on property values and condition, and gentrification (e.g., Ehlenz, 2018; Martin & Allen, 2009).

Athletics embodies a major share of university capital projects. Athletic programs are building, renovating, and expanding facilities at an alarming rate—especially NCAA Division I institutions. Their programs often serve as the "front porch" for the university, stoking an "arms race" to build bigger and better facilities for spectators, athletes, alumni, and donors (Bass et al., 2015). For example, Temple University, which has a history of campus expansion in its North Philadelphia neighbourhood, recently sought to build its first ever on-campus football stadium—similar to Tulane University in New Orleans, University of Minnesota in Minneapolis, and the University of Houston in Houston. However, community backlash—including protecting neighbourhood identity and concerns over behaviour, trash, noise and light pollution—was so critical, it halted stadium plans indefinitely.

This study is exploring the development and effects of athletic-based capital projects on university-adjacent communities in the United States. The research will address the following research questions: 1) how have institutions navigated the addition of on-campus football stadium to an urban university campus, and 2) how have proximate neighbourhoods most impacted by on-campus football stadiums changed post-construction? The authors will examine universities with on-campus football stadiums constructed within the last 20 years, employing a mixed methods approach that incorporates institutional policies, local reporting, and tract-level Census data.

Keywords: *Neighbourhood impact; anchor institutions; stadium development; urban planning; community relations*

Environmental sustainability and sport management: a systematic literature review

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Although international organisations such as the United Nations and the International Olympic Committee (IOC) have recognised sport as an important contributor to climate change leadership and action, the environmental agenda is still in a nascent state in the Australian sport sector. Currently, a limited number of Australian national sport organisations have demonstrated a concern to adopt and implement environmental sustainability (ES) initiatives and there is no evidence of an Australian Olympic Committee environmental agenda to assist national and state sports organisations to develop ES practices. A systematic literature review was conducted to examine current scholarship on ES and sport, as well as gaps in knowledge around the adoption and management of an environmental agenda in sport. Specifically, this study combined Pickering et al.'s (2015) systematic quantitative literature review and Walsh and Downe's (2004) meta-synthesis methodological approaches. Four databases were selected for data collection: Web of Science, ProQuest, Scopus and Google Scholar. A total of 106 papers comprised the final sample.

The results show that North America leads the academic production of papers on ES in sport management – with 67.3% of studies and the top 6 published researchers from the region. Australia-based publications constituted 6.7% of the overall sample. Analysis found that research approaches between North American studies and other geographical areas were significantly different. North American studies primarily focused on marketing and management perspectives within professional sport, collegiate sport event and sport facility contexts. Research from other geographical areas such as Europe, Asia and Australia provided insights on environmental sustainability in major and mega sport events and the Olympic Movement (IOC and Olympic Games legacy), utilising not only management but also sociology and policy perspectives. Some studies presented relevant conceptual models (e.g., the *Waves of environmental action in sport* from McCullough, et al. (2016)) but a review of papers suggests there is an opportunity for adoption of different theoretical and methodological approaches to enhance empirical understandings of the adoption and management of ES in sport. Therefore, the review identified the need to further explore ES within national, state and local levels of Olympic-sports organisations which are critical stakeholders in the process of implementing a national environmental agenda in sport. As ES in sport policy is still a growing area, academic research could contribute knowledge to guide the implementation of ES practices, as well as tools for evaluating a sport's actions towards climate change.

The Modernization of Financing Stadia: A History of Southeastern Conference (SEC) Football 19th Century to Present

Tiffany Demiris (Louisiana State University), Chad Seifried (Louisiana State University), Brian Soebbing (Louisiana State University) & W. Andrew Czekanski (Louisiana State University).

The literature on financing professional sport stadia is well-established in the areas of sport finance and economics, public administration, and sport management [broadly interpreted]. However, the context of intercollegiate football stadiums has less inspection despite the billons of dollars invested into those facilities over time. The present study finds this as interesting because the facility arms race in intercollegiate athletics is well-known and frequently debated by numerous academics, communities, and alumni groups across several time periods since the establishment of intercollegiate football in 1869. The current investigation aims to use the historical research method to identify the modernization of financing approaches with respect to the construction and renovation history of stadia produced by members of the Southeastern Conference (SEC). SEC schools have played competitive football against other institutions of higher education since the 1880s. Our purpose is to identify and better understand how stadia were financed over time (i.e., strategies) and to recognize differences and similarities regarding financing approaches between institutions of the SEC and ultimately contrast them against the abundant literature produced on the professional sport industry. Within, we are also interested in detecting environmental influences, institutional-level opinion leaders, and any interorganizational relationships that might have helped finance SEC stadia construction. Lastly, we plan to offer recommendations and recognize expectations for future stadia construction/renovation consideration.

To complete this study, the researchers engaged in archival work collecting multiple primary documents on stadia financing. Sample primary documents collected include presidential papers, financing documents, bond retirement schedules, feasibility studies, newspapers, and letters of correspondence. Secondary sources employed include history books, journal articles, and newspapers. Databases utilized by this work include Hathi Digital Trust, Business Source Complete, Newspapers.com, Sport Discus, and Google Scholar among others. Following the collection of primary and secondary sources, all items received an internal and external source criticism. Within this point, sources are triangulated to reduce the impact of dissonant data and to confirm information presented by individual sources when possible. Subsequent themes and information will be categorized using timelines and Excel spreadsheets.

Preliminary findings show SEC members employed multiple financing approaches, sometimes simultaneously, to build football stadia. Further, the evidence suggests the presence of different financing eras within the concept of modernization. For instance, early football stadia made use of student labour, faculty expertise (i.e., as engineers and architects often waiving fees), alumni gifts, and gate receipts to fund stadium construction. Later periods also featured alumni gifts but the development of foundation offices to fund raise for stadia building (i.e., new or renovation). Often featured within foundation offices was the effort to solicit gifts, recruit bond purchasing, and lobby for state legislation commitments. From a legislation perspective, other sources of financing came from Works Progress Administration or Public Works Administration monies. Finally, student fees were utilized among other items over time.

Negative sentiments towards the Australian National Rugby League during the COVID-19 crisis

Geoff Dickson (La Trobe University), Kirstin Hallmann (German Sports University) & Michael Naylor (Auckland University of Technology)

In the first half of 2020, nearly all sports leagues and events around the world were cancelled or postponed in response to the COVID-19 crisis. Sport decision-makers sought to balance the financial costs of the COVID-19 pandemic without compromising public health. Many organizations (e.g., Australian Formula 1 Grand Prix, EURO 2020, International Olympic Committee, Tour de France), delayed cancellation or postponement until the last possible moment. Other sport events/leagues that stopped (e.g., the National Rugby League (NRL) in Australia) sought to re-start at the earliest opportunity. A variety of negative sentiments were evident in the print media in response to both the slow cancellations/postponements and restart efforts.

Scholars and practitioners are drawn to the positive dimensions of consumption (Dalli, Romani, & Gistri, 2006). However, there is a concern that "extant research tends to neglect brands that, although well known, are not enjoyed, admired, cherished, honored, or considered agreeable with consumers" (Veloutsou, Chatzipanagiotou, & Christodoulides, 2020, p. 41). Managing negative sentiments may be more important than refining positive ones (Rodrigues & Pinto Borges, 2020). Even strong brands should rightfully fear the development of strong negative consumer sentiments and actions at individual and collective levels (Veloutsou et al., 2020).

This research pursued evidence of negative sentiments directed towards the NRL. In this exploratory phase of the research, data were collected from online reader comments from the Sydney Morning Herald (SMH). Articles were retrieved using the newspapers' archive category of "NRL 2020". Within this category, there were 182 articles tagged with the "Coronavirus Pandemic". Online comments were provided in response to 65 of those articles. Quotes were coded deductively for relevance to five concepts drawn from the negative consumer sentiment literature. 1) Brand hate is a strong negative passion a consumer has toward a brand that is accompanied by a group of anger-, sadness- and fear-related emotions (Zhang & Laroche, 2020). 2) Negative word-of-mouth is negatively valenced, informal communication between private parties about goods and services and the evaluation thereof (Wetzer et al., 2007). 3) Gloating refers to malicious negative communications (Hornik et al., 2019). 4) Trash talking relates to the action of offending rival brands verbally (Japutra et al., 2018). 5) Consumer skepticism encompasses the distrust that people sometimes have in persuasion agents and the disbelief they sometimes have about marketing claims (Isaac & Grayson, 2020).

The analysis revealed evidence of all five negative sentiments. These sentiments expressed in the midst of a crisis are a sage reminder that sport organizations/brands are not universally liked. Our understanding of negative sentiment in sport, and the circumstances under which it can be exacerbated, is worthy of future research.

Grassroots Sport for Development Response to COVID-19

Marlene A. Dixon (Texas A&M University), Ashlyn Hardie (Texas A&M University), Arden Anderson (High Point University), Owiro Emmaculate Awuor (Highway of Hope), & Orek O Dennis (Highway of Hope)

During the Spring of 2020, the COVID-19 pandemic wreaked havoc on everyday life. The pandemic, while it has created enormous challenges, has also created opportunities for growth and change within sport organizations including those in the sport for development (SFD) domain (Warner & Martin, 2020). This sport sector is ever changing to become more intentional in mobilizing grassroots projects and empowering local leadership. The ability of organizations to adapt to changing environmental conditions and stakeholder input remains a concern for the long-term development and sustainability (Dixon & Svensson, 2019). We argue that this global pandemic, while challenging, may provide multiple opportunities for SFD programs, specifically demonstrating the role SFD can play in addressing the most salient participant needs, and how SFD organizations adapt in operations and direction to meet emerging participant needs.

Using a lifecourse perspective, COVID-19 could be viewed as what Giele and Elder (1998) call a "turning point." Dixon and Svensson (2019) demonstrated that SFD organizations encounter turning points in their lifecourse where disruptions create opportunities for organizations to adapt and adjust to remain both viable and true to the organizational mission. Changes can include adaptations to organizational logics, structure, content, programming, relationships, financial partnerships, and stakeholders (Dixon & Svensson, 2019; Svensson, 2017; Svensson & Seifried, 2017). Leveraging the concepts of turning points and organizational hybridity, the purpose of this study is to better understand the voices and perspective of grassroots SFD participants during the COVID-19 crisis, to learn how one hybrid SFD organization responded to the changing needs of its participants, and draw from that learning toward other SFD organizations.

In collaboration with grassroots providers, participants (*n*=16) in an SFD program in Kenya provided organizational documents (e.g., meeting minutes, formal and informal interviews) as well as responses to nine journal prompts regarding the impact of COVID-19 on their lives, sport experiences, and relationship with the SFD organization.

Results revealed that the pandemic created drastic changes in participants lives. While some positive changes included more time with family, and increased rest, most responses centred around the negative impacts caused by a restriction of activity, especially in the context of difficult home lives where food and other resources are scarce. These impacts included feelings of sadness, loneliness, and disappointment as a result of not being able to play, and interact with friends, teammates, and supporting network program coaches and mentors, but also not being able to hug, share physical contact with those same individuals. Impacts also included losing physical conditioning and losing traction on hard-gained sport skills.

The grassroots SFD organization rapidly identified and responded to emerging participant needs by altering structure and programming. Programming became basic-needs centric, focusing on providing food, safety, love, and support, while flexing in both sport and life-skills components. Structure became more community-based, with local providers leading design and implementation and external stakeholders moving to the periphery. This demonstrates the ability of It also has implications for organizational learning and adaptations among stakeholders. The findings support the use of organizational hybridity and lifecourse theory in the contexts of organizational growth and maturity. Additional extensions and future directions will be discussed.

Keywords: *Sport for Development Organizational Hybridity Girls' Sport Lifecourse Theory*

Examining Organizational and Contextual Variation in Community Sport Clubs' Capacity

Alison Doherty (Western University) and Katie Misener (University of Waterloo)

Interest in the organizational capacity of non-profit voluntary community sport organizations (CSOs) or clubs continues among scholars and practitioners alike (e.g., Balduck et al., 2017; Doherty & Cuskelly, 2020; Kitchin & Crossin, 2018). Capacity refers to the assets a CSO is able to draw on to achieve its goals. Those goals centre around providing recreational and/or competitive sport programs and services for a range of members including children, youth, and adults. CSOs may generate positive outcomes for individuals and communities (Adams, 2014; Darcy et al., 2014; Jeanes et al., 2018; Nichols et al., 2014; Wicker et al., 2015), and thus remain a part of socio-political agendas (e.g., Australian Sports Commission, 2018; Canadian Heritage, 2012; Sport England, 2018). It is important to continue to expand understanding of the capacity of community sport clubs to achieve their goals.

Building on research that describes capacity, several scholars have reported further variations in select aspects of capacity by size of club membership, club staff, board diversity, and community size (Balduck et al., 2015; Doherty et al., 2014; Musso et al., 2016; Nichols et al., 2015; Wicker & Breuer, 2013, 2015), for more nuanced insights. Taking a broader perspective of capacity, and building on research and knowledge to date, the purpose of our study was to examine variation in CSO capacity according to key organizational and contextual factors that offer important distinctions among clubs; namely, budget size, staffing profile, and urban/rural location. The multidimensional capacity of 322 non-profit voluntary CSOs in Ontario, Canada was measured using the Community Sport Capacity Scale (Doherty & Cuskelly, 2020), a comprehensive survey of critical elements of capacity specific to sport clubs. Variations in perceived human resources, financial, infrastructure, planning/ development, and external relationships/networks capacity were examined among the clubs.

Repeated measures ANOVAs were used to describe and compare the perceived capacity of the clubs according to budget size, the presence of paid staff, and urban or rural location. Significant variation by budget size was reported, with lesser formalization, access to alternate funding sources and contingency funds for clubs with the smallest budgets (less than $50K CAD). Availability of coach and volunteer training was significantly higher for clubs with the biggest budgets (greater than $250K CAD). No other variations by budget size were identified. CSOs with paid staff were perceived to have greater capacity than clubs with no paid staff with regard to formalization and communication, alternate sources, and planning. Clubs in urban settings were perceived to have greater capacity than those in rural locations in terms of skilled, experienced people running the club. No other variations between urban and rural clubs were observed.

The findings provide new insights to the multidimensional capacity of CSOs with further understanding of organizational and contextual variations among clubs. Implications for policy and practice will be highlighted in the presentation.

Keywords: *Community sport delivery, management, multidimensional capacity*

Exploring brand associations within women's professional sport

Jason Doyle (Griffith University), Thilo Kunkel (Temple University), Sarah Jane Kelly (The University of Queensland), Kevin Filo (Griffith University) & Graham Cuskelly (Griffith University)

Women have historically had fewer opportunities to participate in sport than men (Taylor & Toohey, 1999). Disproportionate opportunities persist at the professional level with many sports providing leagues catering to male athletes only. However, several sports have recently introduced leagues for female athletes. The success of teams in these leagues is partly dependent upon their ability to attract, retain, and develop consumers (James, Kolbe, & Trail, 2002); yet little is known about consumer perceptions of these entities. Accordingly, the purpose of this research is to explore the brand associations attached to women's professional sport teams.

Brand associations represent key predictors of consumer loyalty and behaviour towards sport organizations (Doyle, Filo, McDonald, & Funk, 2013) and help to guide brand strategy (e.g., Daniels, Kunkel, & Karg, 2019). As brand associations can be context-specific and develop over time based on consumer experiences (Kunkel, Doyle, Funk, Du, & McDonald, 2016), the associations linked to women's professional sport teams could potentially differ from those uncovered in previous work. Given the recent introduction of new leagues for female athletes across a number of sports, as well as the need for context-specific brand association research, an opportunity exists for the exploration of brand associations attached to women's professional sport teams.

Thirty-one semi-structured interviews (17 females; 14 males) were conducted with consumers of women's professional sport in Australia. Consistent with prior work (e.g., Kunkel et al., 2014), each interviewee was asked to think about their favourite women's sport team and to complete a free-thought listing exercise (Cacioppo & Petty, 1981). This consisted of listing anything that emerged when thinking of the team. To gain richer insight into the associations listed, the interviewees were then asked to explain why each association was linked to the team.

Preliminary analyses identified five new associations not previously identified in men's professional sport research. First, respondents identified that the team was welcoming to all (i.e., Inclusivity). Second, respondents identified that the team's players set a good example for others (i.e., Role Models). Third, respondents spoke of challenges related to the team's finances (i.e., Funding Limitations). Fourth, the interviewees noted difficulties related to following the team in the media (i.e., Lack of Coverage). Fifth, respondents identified that the team provided opportunities for women to engage in sport (i.e., New Opportunities).

This research advances knowledge surrounding consumer perceptions of women's professional sport teams, answering calls for research focused specifically on women's sport (e.g., Sveinson & Hoeber, 2016; McDonald, Leckie, Karg, & Zubcevic-Basic, 2018). These insights suggest trust and credibility is attached to women's sport brands and identifies significant market challenges. Given many women's teams in Australia are brand extensions of the pre-existing men's team (e.g., Brisbane Lions participate in the AFL and AFLW), findings can inform management practice with respect to how teams in these leagues can market points of differentiation not present within the men's offerings (e.g., Kunkel, Funk, & Hill, 2013). Overall, this exploratory work can help guide future research on how women's sport brands can be effectively positioned and marketed.

Churn Management for Season Ticket Holders using Machine Learning

James Du (Florida State University), Christopher M. McLeod (University of Florida), Bradley J. Baker (University of Massachusetts Amherst), Susmit Gulavani (Florida State University), Jeffrey D. James (Florida State University)

Customer Relationship Management (CRM) is a key strategy for organizations to develop sustainable connections with key customers and to maximize firm value (Payne & Frow, 2005).The value of customer retention has been confirmed in many academic studies including Gupta et al. (2004), who estimated that a 1% improvement in retention improved firm value by 5%.Season ticket holders (STHs) are the most important target for CRM in the sport industry because they contribute a large proportion of team revenue (Beccarini & Ferrand, 2006). However, previous research has found that sport organizations suffer high churn rates for STHs (McDonald, 2010). Therefore, predicting defection behaviours of STHs is a top priority of loyalty programs to increase retention rates, boost organizational profitability, and improve customer lifetime value (McDonald, 2010; McDonald et al., 2014). However, recent research on sport consumer markets has questioned whether sports consumers are uniquely loyal (Baker et al., 2016), which challenges many of the assumptions underpinning prior research on STH churn (McDonald et al., 2014). It might be more effective to target STHs based on their sensitivity to interventions rather than their risk of churning (Ascarza, 2018). In the current study, we employed two supervised machine learning algorithms – random forests (Breiman, 2001) and support vector machines (Steinwart & Christmann, 2008) – to provide actionable heuristics to optimize the managerial capacity of churn management programs for STHs. Our study had two purposes. First, we compared random forests and support vector machines with the conventional logit method to determine how to make the most accurate predictions of customer churn using both small and big datasets. Second, we used an uplift algorithm (Sołtys et al., 2015) to identify consumer segments that could be targeted with specific retention management strategies to create the greatest incremental benefits from marketing interventions. Using proprietary data from a professional lacrosse team (N = 260) and an NCAA Division I athletic program (N = 23,565) in the U.S., we demonstrated that random forest and support vector machine algorithms outperform the logit model in classification accuracy. The results of both studies show that advanced machine learning techniques can be far more accurate in predicting churn behaviour than the conventional logit model. In study 1, the random forest model was 40% more accurate than the logistic model. In study 2, the random forest model was 19% more accurate than the logistic model. The consistent predictive advantages of random forests over the logit model, across both big and small datasets, suggests that other research predicting STH renewal and churn could be substantially improved using these techniques. Results from the uplift model indicate a need for a paradigm shift on proactive churn management by targeting STHs who are most sensitive to interventions rather than targeting those who are at greatest risk of churning. Targeted retention might replace the escalation of commitment and sole loyalty approaches typical in sport marketing (Shilbury et al., 2020). Our results suggest sport management scholars and professionals could harness the power of big data and artificial intelligence to better identify defection risks and intervene with retention actions to proactively reduce churn.

Keywords: *Big data, churn management, machine learning, predictive modeling, season ticket holders*

Same Job, Unequal Trust? Analysing the Well-being of Chinese Domestic Football Coaches from the Perspective of Social Policy

Ximing Fan (Loughborough University)

How does the policies of the Chinese professional football industry affect the well-being of domestic Chinese coaches? From the professionalisation of Chinese football to the recent reformation policies in relation to it, the use of foreign coaches has been considered essential to guide the domestic players towards more advanced development. However, the existence of foreign coaches has, to a great degree, diminished employment opportunities for Chinese domestic coaches, resulting in Chinese head coaches becoming a minority in China's top leagues. It is in this context that this research aims to examine the physical, mental and social well-being of Chinese domestic coaches under the WHO's definition of health, and from the perspective of social policy. The data of this exploratory study has been collected through 15 semi-structured interviews with football coaches at three levels in China. Findings suggest that challenges within the social aspect of well-being are more prominent, compared to physical and mental aspects; Chinese professional coaches experience unequal levels of trust from club owners compared to the trust experienced by foreign coaches, while coaches in youth schools and academies suffer from long working hours and significantly lower salaries. Critical and constructive suggestions for the existing policies and system in Chinese football are provided in this research. More importantly, studying the well-being of Chinese coaches has provided an innovative approach within existing literature, and has revealed several practical issues that reflect the social, economic and political structure of the Chinese football system.

Keywords: *China, football coaches, well-being, social policy, exploratory research*

To pay or not to pay? The effects of monetary compensation for voluntary coaches in nonprofit sports clubs

Christoph Breuer (German Sport University Cologne), Sören Dallmeyer (German Sport University Cologne) and Svenja Feiler (German Sport University Cologne).

Background, research gap and purpose

Nonprofit organizations rely heavily on volunteers as a key human resource (Clary et al., 1992). This particularly applies to nonprofit sports organizations (Doherty et al., 2014). However, the retention and recruitment of volunteers is a main challenge for nonprofit sport clubs across countries (Lamprecht et al., 2017; Peachey et al., 2013; Wicker & Breuer, 2013, 2014). From a management perspective, an effective measure to increase voluntary engagement could be the provision of monetary compensation. However, research has demonstrated that volunteers differ in terms of their motivation compared to usual employees (Liao-Troth, 2001; Pearce, 1987) and intrinsic motivation plays an important role in individuals' decisions to volunteer (Hoye et al., 2008). With previous research demonstrating that monetary compensation can crowd-out intrinsic motivation, e.g. for blood donations (Frey & Jegen, 2001), the question arises how volunteers' engagement is affected by being paid. Only few studies have investigated this relationship and none in the context of sports clubs. Frey and Götte (1999) found a crowding-out effect for volunteers in Switzerland who provided less voluntary hours if they were paid. In contrast, Fiorillo (2011) did not find a crowding-out effect and instead identified that monetary compensation had a positive effect on hours volunteered in Italy. Thus, the purpose of this study is to analyse the effect of monetary compensation on voluntary work while considering motives of voluntary coaches in nonprofit sports clubs in Germany. Moreover, the impact on different measures of retention and recruitment of volunteers is assessed.

Data and methods

Data from an online survey of volunteer coaches in 2018 is used. The sample includes $n=2,371$ observations. To deal with a potential selection bias, a selection-on-observables approach is chosen. A propensity score matching estimator is employed where first, the propensity score of being paid is estimated and second, the individuals with similar propensity scores who have received monetary compensation and who have not are matched. The treatment variable is measured by an item asking for the monetary compensation the coaches received by the sports club. A total of 16 items assess the different motivations behind the decision to work voluntarily as a coach. A principal component analysis reveals similar motivational factors as prior research (Hoye et al., 2008; Wang, 2004).

Results and discussion

There is no clear evidence of a crowding-out effect of intrinsic motivation, thereby contradicting the results of Frey and Götte (1999). Instead, paid coaches supply significant more hours of volunteer work, which is in line with the results of Fiorillo (2011). Furthermore, the results show a significant increase in satisfaction with the coaching activity and a significant decrease in the intention to quit. This means that positive effects on the retention of volunteers are detected. Finally, positive effects for the recruitment of volunteers are identified as monetarily compensated coaches prove to report significantly higher willingness to recommend the voluntary job and the club. These results contribute to the body of research on monetary compensation of volunteers since this study is the first to investigate this topic in the sports context using a matching procedure. Moreover, practical implications for sports club management can be derived as monetary compensation can help to retain and recruit volunteers.

Keywords: *Volunteer Retention, Sports Club Management, Intrinsic Motivation, Propensity Score Matching*

To pay or not to pay? The effects of monetary compensation for voluntary coaches in non-profit sports clubs

Christoph Breuer, Sören Dallmeyer and Svenja Feiler
(German Sport University Cologne)

Background, research gap and purpose

Non-profit organisations rely heavily on volunteers as a key human resource (Clary et al., 1992). This particularly applies to non-profit sports organisations (Doherty et al., 2014). However, the retention and recruitment of volunteers is a main challenge for non-profit sports clubs across countries (Lamprecht et al., 2017; Peachey et al., 2013; Wicker & Breuer, 2013, 2014). From a management perspective, an effective measure to increase voluntary engagement could be the provision of monetary compensation. However, research has demonstrated that volunteers differ in terms of their motivation compared to usual employees (Liao-Troth, 2001; Pearce, 1987) and intrinsic motivation plays an important role in individuals' decisions to volunteer (Hoye et al., 2008). With previous research demonstrating that monetary compensation can crowd-out intrinsic motivation, e.g. for blood donations (Frey & Jegen, 2001), the question arises how volunteers' engagement is affected by being paid. Only a few studies have investigated this relationship and none in the context of sports clubs. Frey and Götte (1999) found a crowding-out effect for volunteers in Switzerland who provided less volunteer hours if they were paid. In contrast, Fiorillo (2011) did not find a crowding-out effect and instead identified that monetary compensation had a positive effect on hours volunteered in Italy. Thus, the purpose of this study is to analyse the effect of monetary compensation on voluntary work while considering motives of voluntary coaches in non-profit sports clubs in Germany. Moreover, the impact on different measures of retention and recruitment of volunteers is assessed.

Data and methods

Data from an online survey of volunteer coaches in 2018 is used. The sample includes $n=2,371$ observations. To deal with a potential selection bias, a selection-on-observables approach is chosen. A propensity score matching estimator is employed where first, the propensity score of being paid is estimated and second, the individuals with similar propensity scores who have received monetary compensation and who have not are matched. The treatment variable is measured by an item asking for the monetary compensation the coaches received by the sports club. A total of 16 items assess the different motivations behind the decision to work voluntarily as a coach. A principal component analysis reveals similar motivational factors as prior research (Hoye et al., 2008; Wang, 2004).

Results and discussion

There is no clear evidence of a crowding-out effect of intrinsic motivation, thereby contradicting the results of Frey and Götte (1999). Instead, paid coaches supply significant more hours of volunteer work, which is in line with the results of Fiorillo (2011). Furthermore, the results show a significant increase in satisfaction with the coaching activity and a significant decrease in the intention to quit. This means that positive effects on the retention of volunteers are detected. Finally, positive effects for the recruitment of volunteers are identified as monetarily compensated coaches prove to report significantly higher willingness to recommend the voluntary job and the club. These results contribute to the body of research on monetary compensation of volunteers since this study is the first to investigate this topic in the sports context using a matching procedure. Moreover, practical implications for sports club management can be derived as monetary compensation can help to retain and recruit volunteers.

Keywords: *Volunteer Retention, Sports Club Management, Intrinsic Motivation, Propensity Score Matching*

Towards a circular economy in the sports gear and apparel industry

Anna Gerke (Audencia), Maureen Benson-Rea (University of Auckland), Julia Fehrer (University of Auckland)

Our society and economy is built on a linear model. We produce, use, and dispose of products so that, at the end of their life cycle, they end up in landfill or are burnt, often used only once and for a short period of time. For example, an estimated 20 million tonnes of garbage end up in landfill in Australia each year which represents about 40% of total waste generation in Australia (McCabe & Clarke, 2016). However, a circular economy (CE) could unlock not only environmental benefits but also economic value of up to 1.8 trillion EUR in Europe alone, according to a study by the Ellen MacArthur Foundation (2019). The circular economy is "a regenerative system in which resource input and waste, emission, and energy leakage are minimised by slowing, closing, and narrowing material and energy loops. This can be achieved through long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing, and recycling" (Geissdoerfer et al., 2019, p. 7.).

An important industry in the circular economy is the clothing industry as only 1% of material used to produce clothing is recycled into new clothing (Ellen Mac Arthur Foundation, 2019). More than 12% of the global apparel market is sports apparel. If we add sport shoes and equipment, the global sports gear and apparel market adds up to US$ 473 in 2020 according to expert estimations (Market Line, 2018; Statista, 2019). Given this background, our research explores how and why sports gear and apparel firms develop actions and strategies towards a circular economy. More specifically, our objective is to investigate the different practices of firms towards a circular economy and the different underlying motivations/rationales firms have for engaging in these practices.

We collect secondary data from theoretically selected cases. Our criteria for selecting cases aim for a diverse sample of sports gear and apparel firms in terms of size, geographical location or origin and product focus (i.e., including specialist and generic brands). The data sources include firm-authored and third party-authored documents covering the case firm's practices relating to circular economy. We analyse the practices inductively using the "loop logic" CE practices - slowing, closing, narrowing, intensifying, and dematerialising loops (Bocken et al., 2016) and the motivations/rationales for engaging in these practices with inductive and axial coding. Our paper presents some preliminary findings.

Keywords: *Sports Gear and Apparel, Circular Economy, Environmental Sustainability*

The Role of marketing capabilities in formation the brand governance of Iranian NSOs

Habib Honari , Miaad Ghasemzadeh & Mohammad hosein Ghorbani (Tabataba'i University)

National Sports Organizations (NSOs) are the main governing bodies for sports in Iran. The concept of capabilities in marketing literature is not new. Marketing capabilities can be defined as integrative processes designed to apply the firms' necessary resources to their market-related needs, enabling the firm to add value and meet competitive demands (Day, 2011). Brand governance refers to 'a system of building a brand that is guided by the vision, mission, and values of an organization and that systematically nurture a brand value to become and remain a long-term strategic asset' (Seguin & Abeza, 2019).

The purpose of the research was to survey the role of marketing capabilities information the brand governance of Iranian national sport organizations. The statistical population of the study included: Presidents or the Director-Generals of the National Olympic Committee, the Ministry of Sports and Youth, and the Olympic Federations, which used the method of Purposive sampling. In the present study, marketing capabilities are based on the model of Atuahene-Gima (1993) six dimensions, which include dimensions such as customer relationship, distinctive product, customer service, the effectiveness of promotional activities, and marketing research has been researched. A standard questionnaire was distributed to measure the variability of marketing capabilities, which included 33 questions and a researcher-made questionnaire containing 28 questions for brand governance. Its validity was confirmed by several sports management experts and its reliability was confirmed and used by Cronbach's alpha test of 0.89. To perform the analysis, Kolmogorov Smirnov's tests were used to test the normality of data distribution, and the Pearson correlation and multiple linear regression tests were used to investigate the effect of variables.

The results showed that in addition to the effectiveness of activities in promoting all aspects of the independent variable and the component distinctive product of marketing capabilities has the greatest impact on brand governance. According to the results, it can be said that in marketing capabilities, if customer service is done creatively, brand governance will be well-formed, but if traditional and inappropriate methods of customer service are used, we cannot expect the formation of the brand governance it was convenient.

Keywords: Marketing Capabilities, Brand Governance, National Sports Organizations.

Corruption in sporting competitions: Match-fixing and the influence of deterrence factors

Christoph Breuer (German Sport University Cologne), Sören Dallmeyer (German Sport University Cologne), Thomas Giel (German Sport University Cologne) and Daniel Memmert (German Sport University Cologne).

As corruption is a detrimental factor in several areas of today's society, researchers increasingly analysed the phenomenon and the underlying individual behaviour particularly from an economic perspective and often using laboratory experiments (e.g., Abbink & Hennig-Schmidt, 2006; Abbink, Irlenbusch & Renner, 2002; Banerjee, 2016; Lambsdorff & Frank, 2010; Van Veldhuizen, 2013). A research gap was identified in analysing the relationship of bribing behaviour and deliberate underperformance in contests. *Match-fixing* describes participants of sporting contests willingly reducing their effort to affect the outcome of a sporting competition if the rewards are outweighing the costs (Preston & Szymanski, 2003). It has become a serious threat to the integrity of sports and as a consequence, sport governing bodies need an understanding of the determinants of match-fixing behaviour and knowledge of effective mechanisms to prevent it. Thereby, this study's purpose is to (1) investigate corruption behaviour related to deliberate underperformance and (2) examine the role of the deterrence factors *detection probability* and *monetary punishment*, both in the context of sporting contests.

In order to test this specific corruption behaviour, which is particularly interesting as the deliberate underperformance contradicts the basic idea of sportsmanship, a 2-player contest was designed in an experimental setting, in which *n*=296 sport students from a German university compete in a real-effort task for real money prizes and are bribed to lose one of the contests deliberately. Based on the deterrence theory from Becker (1968) stating that criminal behaviour decreases with the power of deterrent incentives, the effectiveness of the instruments of detection probability and severity of monetary punishment is investigated. Participants also complete the *Attitude to Moral Decision making in Youth Sport Questionnaire* to assess the perceived importance of ethical behaviour in competitive contests (Lee, Whitehead & Ntoumanis, 2007). The underlying model to explain the decision in favour or against match-fixing behaviour contrasts the expected benefits and the expected costs of engaging in match-fixing (Forrest & Simmons, 2003; Maennig, 2002). If the benefits outweigh the costs, theoretically the participants should deliberately lose the contest.

Although accepting the match-fixing bribe would have been economically beneficial, the results indicate that most participants do not maximize their monetary pay-off because of competitive attitudes. Under the assumption of risk preferring bribe-takers it is revealed that increasing the detection probability has a higher deterring effect on accepting the bribe compared to increasing the monetary punishment confirming Becker's theory on general criminal behaviour (1968). The findings have important implications for sport governing bodies to lower corruption in sporting competitions. Actively promoting competitive attitudes and sportsmanship could represent a mechanism to prevent match-fixing in sporting contests. Moreover, sport governing bodies should pursue policies to improve transparency and surveillance when allocating resources to the fight against corruption by, for example, enabling whistleblowing. However, the optimum scale of such investments should depend on the economic size and relevance of the contest.

Keywords: *Corruption; Match-Fixing; Experiment; Underperformance; Deterrence Factors*

All on the same team? Time for a Coordinated National Strategy for sport-related concussion

Annette Greenhow, Wendy Bonython (Bond University)

In September 2019, the AFL community was reeling from the sudden and tragic death of 56-year old AFL legend, Danny Frawley. A year later, in September 2020, details of a coronial report were made public and revealed that the deceased had stage II chronic traumatic encephalopathy (CTE)—concussion-related brain trauma—at the time of his death. These medical findings of CTE bring into sharp focus the challenges associated with regulating to mitigate the harm associated with sport-related concussion (SRC). The case should prompt recognition that SRC and brain trauma is a public health issue, affecting players, their families, and the community as a whole, and not merely a sporting one.

Thousands of Australians play contact and collision sports each week from grassroots to the professional level. Each mismanaged contact or collision exposes players to the risk of concussion, a known risk factor for the development of long-term neurological and cognitive health issues in later life. Reducing and managing neurological and cognitive decline, particularly in older people, is an identified public health priority, reflecting the significant whole of life costs associated with care and treatment of former players with these conditions.

The Danny Frawley case highlights the serious and long-term harm associated with mismanaging SRC and demonstrates the private and public costs. Yet despite the public health implications of SRC, private actors dominate the regulatory space and are entrusted to design, develop, implement, enforce and evaluate regulatory mechanisms to reduce or minimise the harm. Australian SRC policymaking results in a vertically integrated system; a system which is inconsistent, fragmented, and may not adequately protect players' interests, such as providing ongoing financial and medical support.

This conceptual paper builds on an earlier call to action seeking a sector-wide response through the creation of a coordinated national strategy and the development of a public-private partnership representing both health and sporting interests (Greenhow, 2017). We argue that developing a national strategy ensures adequate support for past players exposed to SRC, as well as minimising exposure for current and future players. This strategy needs to be informed by evidence, underpinned by robust consultation and engagement from sports, health, and player representative stakeholders, and incorporate transparent and accountable systems to monitor compliance and enforcement.

We argue that the Australian Commonwealth Government is well placed to start this conversation and that SRC falls within its remit as guardian of the public's health. Our aim is to develop understandings and gain insights into the viability of such a proposal.

The impact of athlete culture and coach connections on male and female athlete help-seeking

Christine Habeeb (East Carolina University), Stacy Warner (East Carolina University), and David Walsh (University of Houston)

Despite efforts to address mental health problems in sport, many athletes have increased risks of anxiety and depression because they will not seek help (Drew & Matthews, 2019). Athletes who are more willing to seek help, however, will experience better adjustment and fewer emotional and behavioural problems (Fallon & Bowles, 2001). Despite coaches being identified as the strongest social asset for encouraging help-seeking (Gulliver et al., 2012), more information is needed on how the culture and relationships coaches create with athletes will impact athletes' intentions to seek help. The current study's purpose was to examine the extent to which athlete culture and coach connections (two factors empirically grounded in a qualitative phase of a larger study) predict athlete help-seeking, for male and female athletes. Athletes ($n = 474$; 66.2% females) completed an online survey on athlete culture (subscales of businesslike and toughness), coach connections, and intentions to seek help from athletic administrators, other athletes, significant others, and mental health professionals. Structural Equation Modelling revealed that Businesslike, Toughness, and Coach Connection predicted athlete help-seeking intentions from various social agents, with some observed differences across female and male athletes. For females, Businesslike was a positive predictor of intentions to seek help from personal relationships ($b = .22$, $p = .046$), Toughness was a negative predictor of intentions to seek help from mental health professionals ($b = -.21$, $p = .004$), and Coach Connection was a positive predictor of intentions to seek help from athletic administrators ($b = .46$, $p < .001$) and trended towards significance for other athletes ($b = .17$, $p = .051$). For males, Businesslike was a predictor of intentions to seek help from mental health professionals ($b = .25$, $p = .046$), and Coach Connection was a predictor of intentions to seek help from all social agents; athletic administrators ($b = .57$, $p < .001$), other athletes ($b = .39$, $p < .001$), mental health professionals ($b = .31$, $p = .002$), and personal relationships ($b = .25$, $p = .013$). That is, an athlete that perceived an environment to be more businesslike was more likely to seek help from persons not associated with sport, females that reported athletes should be tough were less likely to seek help from mental health professionals, and Coach Connection positively impacted all athletes, especially males. Results indicate that sport managers that cultivate relationships with their athletes, de-emphasize the sport ethic (i.e., the businesslike, results-driven culture), and acknowledge athletes' off-the-field circumstances will promote athletes' mental well-being. In conclusion, the promotion of athlete help-seeking requires sport managers to foster a people-first culture and consider the role of sport in the totality of life (Parks, 1992).

Keywords: *Mental health; help-seeking intentions; athlete culture; coach connection; student-athlete*

Consumer experiences in sport and tourism: A systematic literature review

(Kirstin Hallmann, German Sport University Cologne), Kathrin Sander (German Sport University Cologne) & Anita Zehrer (Management Center Innsbruck)

Experiences are subjective moments of pleasure (Waterman, 2008). Looking at the sport and the tourism industry, they can be described as being staged by suppliers and perceived as memorable representing value for the consumer (Mossberg, 2008). Experiences are an important part of consumer behaviour (e.g., Del Chiappa & Atzeni, 2016; Bagdare & Jain, 2013). Research is fragmented and a common body of knowledge regarding the provision of effective experiences is missing (Duerden et al., 2015). Only lately, the first theory relating to experiences has emerged (Ellis et al, 2019). To create a holistic understanding of the structure and dimensions of experiences the aim of this study is to conduct a systematic quantitative literature review (SQLR) and reveal underlying patterns and themes. Moreover, future research directions shall be mapped out.

For the purpose of this SQLR, peer-reviewed articles published between 2000 and 2020 were evaluated. Using a pre-defined search string Google Scholar and Scopus provided 726 articles. Based on these articles, 123 additional articles were identified using snowball sampling. The 849 articles were evaluated with thematic relevance, English language and availability as inclusion criteria resulting in a final sample of N=110 articles. Of these articles n=87 were empirical and n=23 were conceptual (with n=4 being reviews).

This sample comprises articles published in the disciplines Leisure ($n=29$), Management/Marketing ($n=21$), Tourism ($n=47$), Sport ($n=5$), and Services ($n=8$) supporting Duerden et al's (2015) observation of a fragmented field. The majority of identified articles did not use a specific theory ($n=64$). Those articles using a clear theoretical framework were nurtured from various theories such as social identity, attribution theory, uses and gratification approach, flow theory, self-determination theory. Thus, there is a lack of theory in articles relating to experiences.

Of the *87* empirical articles, *34* make use of a qualitative approach, *42* use a quantitative approach, and *11* mixed methods for data acquisition, generally only within one country. Consequently, the articles provide not only in-depth information, but also generalisations. The studied experience were mostly related to spaces, events, services delivered, sport activities or traveling. This documents again the heterogeneity of this research field. Experiences were predominantly approached from the demand-side. Only seven articles examined experiences from a supplier's perspective. Experiences are considered a multi-dimensional construct. Fifty-six articles identify dimensions of experiences. These included, for instance, fun and enjoyment, social interaction, place, physical attractiveness, knowledge and arousal. Thus, the definition and measurement of experiences varies. Experiences were also evaluated in relationship to other constructs like the environment, service quality, or social interactions as outcome ($n=34$) and as antecedent ($n=57$) for satisfaction, personal development, or well-being.

Summing up, more use of theory is needed in research on experiences to corroborate the studies. Though some scales have been developed, they usually fit only a particular context and thus generalisations are still difficult, but needed for the industry. The interrelationships of experiences with other constructs needs to be further validated and substantiated – also across different geographical areas to indicate sufficient validity.

Facilitating Support to Athletes through Digital Technologies

Michelle Hayes & Caroline Riot (Griffith University)

Social support "serves to reduce uncertainty during times of stress, provides resources and companionship, and aids in mental and physical recovery" (Albrecht & Adelman, 1984, p. 8-9). Support was more crucial than ever during the COVID-19 pandemic. The lockdown, and eventual postponement of the Tokyo Olympic and Paralympic Games meant athletes' training and competition schedule were disrupted which could have resulted in significant impacts on their well-being and both physical and mental health (Howcroft, 2020; Jukic et al., 2020). Isolation and disrupted training routines also lead to heightened anxiety among some athletes.

The role and importance of athlete support networks and social support has been explored by researchers over several decades. As a result of existing research, several benefits to athletes have been documented. Research has suggested support networks can benefit an athlete's performance (Freeman et al., 2009; Gould et al., 2002; Greenleaf et al., 2001). Further, family members play an important role in the motivation and success of athletes, especially through the delivery of emotional support and comfort (Nunomura & Oliveira, 2013; Richman et al., 1989). Recently, social media has been used by athletes to communicate with their support networks and maintain a sense of connectedness and an escape during stressful competition times (Hayes et al., 2019, 2020).

The purpose of this research is to explore the support afforded by digital technologies during the COVID-19 lockdown and how these benefited athletes in terms of reducing stress and anxiety, managing moods, and maintaining motivation. The research also sought to identify how digital platforms could be used for support provision beyond the pandemic. To address these aims, a qualitative survey disseminated to Olympic and Paralympic athletes who qualified, or were seeking qualification, for the Tokyo Games was utilised. The survey yielded 91 usable responses from Olympic and Paralympic athletes from Australia, Canada, Denmark, Great Britain, Ireland, New Zealand, Singapore, South Africa, and the United States. Thematic analysis was used to analyse survey data (Braun & Clarke, 2006).

Early results indicate that social media was predominately used for interpersonal and emotional support from family and friends. Other digital platforms, such as Zoom and Teams, were primarily used for professional purposes including team training sessions, virtual meetings, and educational sessions. Digital technologies enabled athletes to maintain focus on their athletic goals and feel included in the high-performance sport journey. Athletes also indicated that although the digital platforms were useful during the lockdown, they could not replace the benefits of interacting with their support network face to face. The results of this research will extend social support research to digital technologies and potentially identify different types of social support that may be unique to digital spaces. Practitioners can utilise the findings of this research to evaluate their practices during the pandemic and enhance the social support provided to athletes who may be separated from their teammates, friends, family members due to an array of other reasons (e.g., athletes relocating away from home to training facilities).

Effectiveness of Sponsorships: Consumer's Gaze Hits throughout the Course of Play

Elisa Herold (German Sport University Cologne), Felix Boronczyk (German Sport University Cologne), Christoph Breuer (German Sport University Cologne)

Companies often acquire sport sponsorship rights to link their brands with the pleasant emotions that consumers associate with sport teams, events, or athletes (e.g., DeSarbo & Madrigal, 2011; Knobloch-Westerwick, David, Eastin, Tamborini, & Greenwood, 2009). However, consumers frequently attempt to avoid commercial stimuli (Milosavljevic & Cerf, 2008) and pay attention to just a small share of sponsorship information visible during a TV broadcast (d'Ydewalle & Tasmin, 1993). Meanwhile, attention to sponsor messages is necessary for any further processing of the sponsorship information (Lamme, 2003). Given the mass of visible sponsor brands visible at sport events, past studies have examined how sponsor- and consumer-related factors determine the amount of attention that sponsors can attract (Breuer & Rumpf, 2012; Boronczyk et al., 2018; Pham, 1992). However, the factors related to the event itself (e.g., goals, fouls) have been overlooked so far. Further, while greater emotional arousal can potentially inhibit processing of sponsor information (Carrillat, d'Astous & Bellevance, 2015), a number of eye-tracking studies reveal that the experience of positive emotions widens participants' attentional focus (e.g., Fredrickson & Branigan, 2005; Wadlinger & Isaacowitz, 2006). Applied to sponsorship linked marketing, this would suggest that sport viewers who experience positive emotions are more likely to devote their attention to sponsor signage placed in the periphery of the screen. Against this backdrop, the occurrence of relevant game events could significantly affect the allocation of viewers' visual attention for sponsor signage if those events are capable of eliciting positive or negative emotions. In order to fully understand, which factors do influence the effectiveness of in-stadium advertisement, there is a need for more research employing realistic study designs and examining event-related determinants of viewers' attention allocation. The purpose of this study is therefore to address this research gap by (a) assessing the influence of specific game events on consumers' visual attention towards sponsor signage and (b) analysing how the degree of suspense throughout the course of the game affects consumers' visual attention toward sponsor signage while watching football live broadcasts in total length. This research seeks to contribute to the literature on the effectiveness of sponsor signage in sports broadcasts by considering the influence of game-related factors on viewers' visual attention allocation. Detailed knowledge on the effectiveness of sponsor signage over the course of a match and the influence of specific game events could allow for a more precise estimation of the value of a sponsorship to the brand and, therefore, more efficient pricing of sponsorship rights. In a controlled lab study, eye-tracking methodology is employed to examine consumers' (n=40) visual attention for sponsor messages throughout full live broadcasts of German football Bundesliga matches. Participants' emotional states are assessed on a secondby-second basis, using biometric data on skin conductance and EMG data. Because of the regular duration of a match (90 minutes), 5,400 cases per participant and 216,000 cases in total are generated. The final dataset is analysed using multi-level regression models to examine how event-related occurrences like goals affect viewers' arousal, emotional valence, and ultimately their visual attention to sponsor signage. The final results are guaranteed to be available for presentation at the conference in December 2020.

Keywords: *Effectiveness, Sponsorship, Gaze Hits, Eye-Tracking, Football*

Bounded Rationality or Bounded Morality?: The NBA Response to COVID-19

Lauren C. Hindman (University of Massachusetts), Nefertiti A. Walker (University of Massachusetts), Kwame J. A. Agyemang (Ohio State University)

As coronavirus spread across the globe, sport leagues responded with policy changes, season suspensions, and, eventually, plans for resuming play in the midst of an ongoing pandemic. In the United States, the National Basketball Association (NBA) emerged as the leader in responding to the crisis among U.S. sport organizations. They were the first league in the country to officially suspend play due to COVID-19, a decision that most other U.S. sport organizations soon followed (Almasy, 2020; Calcaterra, 2020; Young, 2020). They were also the among the first major-league level men's sport leagues in the U.S. to restart play and have received praise for their safety protocols and "bubble" strategy for preventing COVID-19 spread (Owens, 2020).

The purpose of this study is to examine the decision-making process of the NBA in response to the COVID-19 pandemic. Its inquiry is guided by a framework of bounded rationality (Simon, 1955) and bounded morality (Alpassan & Mitroff, 2004). Bounded rationality limits decision making in organizations as complexity and time constraints create cognitive limits, leading decision-makers to arrive at satisfactory rather than optimal decisions (Clegg, Kornberger, & Rhodes, 2007; March & Simon, 1958). Ethicists, meanwhile, have expanded on this concept to consider how decision-making is bounded by moral considerations as well. Specifically, bounded morality describes the reduction of "moral issues to cost-benefit analysis of measurable consequences for society" (Alpassan & Mitroff, 2004, pp. 20-21). Thus, we consider how the NBA's decisions during the pandemic are characterized by bounded rationality and morality.

To do so, we conducted a qualitative content analysis (Hseih & Shannon, 2005) on ESPN.com articles on the NBA response to the COVID-19 pandemic between January and July 2020 (N=152). Articles were analysed using NVivo 12 and an inductive coding strategy was employed. After initial coding, codes were compared and analytic memos used to identify patterns and themes in the data (Charmaz, 2014).

Findings show NBA decision-making was characterized by deliberate information gathering and acknowledgement of uncertainty, demonstrating that while decisions were limited by complexity and time constraints, the league made efforts to overcome the shortcomings of bounded rationality. The process further involved both a desire to be cautious and a willingness to take risks by various parties at different points throughout the studied time period. These fluctuations between caution and risk can be tied to shifting priorities, as the league and teams focus on various repercussions to health and safety, finances, and competitive advantage. It is these shifting priorities, we argue, that demonstrate ways in which league decision-making was influenced by bounded morality. As the financial and basketball implications became more pressing, decision-makers more willingly overlooked and downplayed risks of health and safety.

Beyond offering an examination of a single sport league's response to the coronavirus pandemic, this study contributes to the literature on sport organization decision-making. In addition, the findings demonstrate that sport organizations, like all organizations, are locations for ethical struggles, impasses, and discussion (Clegg, Kornberger, & Rhodes, 2007). In this way, implications extend beyond the current pandemic to numerous other applications for the industry.

Keywords: *decision making, ethics, crisis management, pandemic response*

Values and Voices: Conceptualizing Ecological Athlete Advocacy

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University Sport organisations have begun using their social platform and reach to engage sport fans to increase environmental awareness and to promote sustainable behaviours (Trail & McCullough, 2020) with positive results. For example, researchers have demon started that sport organisations can be used to support pro-environmental behaviours (Inoue & Kent, 2012). Similarly, Casper and colleagues (2014, 2017, 2020) have shown how sport organisations can effectively encourage sustainable behaviours and inspire fans to adopt more environmentally friendly behaviours in their everyday lives. To this end, Trail and McCullough (2020) established that points of attachment, connections that fans have to a sport brand (e.g., team, sport, community, event), can be leveraged to communicate and foster environmental sustainability initiatives.

However, prior research has not explored athletes as a point of attachment to promote pro-environmental behaviour messages, despite practitioners (e.g., Protect Our Winters) and newly formed organisations (e.g., EcoAthletes) seeking to publicize environmental messages (e.g., environmental awareness, behaviour change, political ac tion). Hence, there is a need to explore how pro-environmental messages from athletes will resonate with a variety of audiences (e.g., fans, social media followers, environmental activists). Therefore, this presentation examines specific cases of athletes as envionmental advocates, including members of the non-profit organisation Protect Our Winters and brand ambassadors of sustainable outdoor sports brands. This research aims to describe the strategy of promoting pro-environmental behaviour with athletes as advocates by comparing athletes' and their audiences' values and by having their audience evaluate the athletes regarding their communication success, in particular, and their advocacy, in general.

A quantitative and deductive strategy is implemented, and the research uses a cross-sectional design with case study elements. Two questionnaires are developed to assess the research topic with the pursuit of two objectives: (1) the comparison of ath lete's characteristics with their audience's characteristics ($n=11$), and (2) an evaluation of athletes as advocates for pro-environmental behaviours of audience-participants ($n=89$). Descriptive and inferential statistic methods are used for data analysis.

Our findings indicate there are several similarities between athletes and their audiences. All of the examined athletes implement environmentally friendly behaviour in the private and public spheres, and a remarkably high share of audience-participants in dictated environmental activist's behaviours. Mostly, the group of audience-respondents followed the athletes' activities via the social media platform Instagram. The audience, on average, was able to identify correctly more than half of the messages communicated by the studied athletes. Moreover, the audience-participants evaluated a good fit between athletes and their efforts for environmental protection. With positive results for credibility and perceived value congruence, both requirements for the internalization process of social influence theory were met in this study. Thus, it is concluded that athletes can be successful advocates for pro-environmental behaviour, even though the topic requires deeper investigation to generalize and validate these findings. We also will discuss how this exploratory study can inform theoretical frameworks to test messages that can be promoted by athletes to achieve desired objectives (e.g., environ mental awareness, behaviour change, political action) and how these findings can in form future research to promote climate action through the sport sector.

The Passion for the Gentleman's Game in the Ashes: Afghan Refugees from Pakistan

Umer Hussain (Texas A&M University) and Dr. George Cunningham (Texas A&M University)

Introduction. Several researchers have underscored that refugees from war regions remain the most vulnerable and marginalized population in the host countries (Jesuthasan, 2018; Nikfarid et al., 2010; Olszewska, 2007). Currently, the United Nations High Commission of Refugee-UNHCR (2020) claims that there are 30 million refugees across the globe, out of which 50 percent of them are below the age of 18. According to UNHCR (2020), Pakistan is the third-largest refugee-hosting country, with 1.4 million registered Afghan refugees. Despite facing severe marginalization, reports suggest that Afghan refugees living in Pakistan have historically shown interest in sports, especially in cricket (Friend, 2019; Kumar, 2016).

Literature review. Historically, cricket did not come directly to Afghanistan via the British Empire as compared to its neighbouring countries (i.e., India and Pakistan). Afghans developed the passion for cricket in Pakistani refugee camps. For instance, Taj Malook Khan, an Afghan refugee cricketer, developed the first Afghan cricket academy in the northern province of Pakistan (Khyber Pakhtun-Khawa) in the 1980s' (Shalizi, 2019). Despite the fact that the passion for cricket is growing in Afghanistan, there remains a dearth of scholarship about what are the lived experiences of Afghan athletes. Notably, there have not been any scholarly attempts to understand the lived experiences of men Afghan refugee athletes living in Pakistan.

Purpose. The purpose of this ongoing study is to explore the lived experiences of men Afghan refugee cricket athletes living in Pakistan through the lens of intersectionality (Crenshaw, 1989). The study participants would be Afghan refugee men athletes playing cricket in colleges and local sport academies in the province of Khyber Pakhtunkhwa, Pakistan.

Method and Data Analysis. To achieve the purpose of this ongoing study, we would be conducting existential-phenomenological interviews (Merleau-Ponty, 1962). The semi-structured interviews would be analysed via Elo and Kyngäs' (2008) three-phase content analysis process (preparation, organization, and reporting).

Significance. This study is the first of its kind about Afghan refugee participation in sport, which will help to decipher multiple forces of oppression affecting their sport participation. Further, the multiple forces of oppression elucidated in this study will provide recommendations to sport managers regarding how to enhance Afghan refugee participation in sports. In addition, this study is important to consider because, in the broader sport management scholarship Muslim world is generalized to be patriarchal and Muslim men are seen from only the lens of being powerful (Ratna &Samie, 2017; Samie, 2017). This study breaks the Western ocular to see the Muslim men athletes outside the Global North.

Keywords: *Afghan Refugees, Cricket, Intersectionality, Muslim men athletes, and Existential phenomenology*

An Intervention to Introduce a Design Thinking Activity into the Practice of a Professional Sport Organisation

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Design thinking is a human-centred approach to innovation that makes the *ostensive* and *performative* components of design practice (i.e. the *thinking* and the *doing* of expert designers) accessible to non-design practitioners (Carlgren, Rauth & Elmquist, 2016; Johansson-Sköldberg, Woodilla & Çetinkaya, 2013). For sport managers, the use of design thinking activities in practice might help sport organisations pursuing hybrid profit/non-profit goals to better reconcile such pursuits by restoring reflection (and thus knowledge creation) to sport practice (Edwards, Skinner & Gilbert, 2002; Ratten, 2016). Alignment with themes of design thinking practice has been discovered in sport for development research (Joachim et al., 2020), suggesting design thinking might be suitable for adoption into the practice of sport organisations. Hence, we undertook a qualitative intervention with the Sydney Sixers of the Big Bash League – Australia's top-flight domestic T20 cricket competition – which sought to identify and introduce a design thinking activity into the Sixers' practice.

Our intervention unfolded in three phases, all of which made use of data gathered through semi-structured interviews and observation. First, the *exploration phase* was concerned with understanding how the Sixers like to work. The aim was to uncover criteria to guide the selection of a design thinking activity and ensure such an activity would suit the Sixers' preferred ways of working. An activity derived from design practice known as the Lightning Decision Jam (LDJ) met all seven emergent criteria of suitability for adoption into the Sixers' practice and was thus selected for the intervention. Next, the *intervention phase* involved a one-off workshop in which the LDJ was introduced by the lead author and undertaken by the Sixers. The Sixers' use of the LDJ prompted them to engage in individual and organisational reflection to identify potentially effective ways of working within their own team, as well as with internal and external partners. Finally, the *evaluation phase* assessed the Sixers' use of the LDJ. As the LDJ unfolded in practice, it satisfied all seven emergent criteria established in the exploration phase.

Our presentation will highlight and discuss three contributions this study makes to the sport management field. First, design thinking is shown to be useful in sport management as a derivative theory from the broader field of management (Funk, 2019). Second, a framework is provided for 'fitting' design thinking for sport management practice via interventions similar to ours. Finally, the LDJ is highlighted as a useful brainstorming activity for sport practitioners, whether or not it is deployed within a design thinking framework. Specifically, as the LDJ prompts practitioners to reflect individually and – at different times – as a group, the activity is a means by which reflection might be restored or enhanced within the practice of sport organisations. Limitations will also be discussed, along with the potential for future research.

Keywords: *Design thinking, human-centred design, innovation, organisational innovation, creativity*

Innovation in Community Sport Clubs

Mel Johnston (Auckland University of Technology), Michael Naylor (Auckland University of Technology), Geoff Dickson (La Trobe University), Katharine Hoskyn (Auckland University of Technology).

In the context of the current pandemic, it is important to understand how organisations are coping. Community sport clubs are vulnerable to challenging conditions at the best of times. They are at risk of significant negative impact if they cannot weather the storm of the current pandemic and resume their sport delivery (Doherty, Millar & Misener, 2020).

Organisational innovation is a "multi-stage process whereby organizations transform ideas into new/improved products, service or processes in order to advance, compete and differentiate themselves successfully in their marketplace" (Baregheh et al, 2009, p.1334). Innovative practices can be used to 'recover and regenerate' community sport (Doherty, Millar & Misener, 2020) and can create value by leading to improvements in performance relevant to community sport (Delshab et al., 2020). As the backbone of the community sport sector is going through a difficult time, a better understanding of innovative practice at community sport clubs is essential.

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 2020 NSCS is taking place from the 31st August for a period of two weeks. A robust sample is expected in 2020 after 775 sport clubs across 70 sports, and all 16 regions of New Zealand completed the 2019 NSCS. Innovation in community sport clubs is a supplemental theme of the 2020 NSCS, with data generated in three ways.

Delshab et al's (2020) items covering *open innovation*, *attitude toward innovation* and *innovativeness* are embedded in the 2020 NSCS. Analyses of these dimensions alongside club size, current financial position, governance practices and more will uncover correlates of innovative practice in community sport clubs. An open-text item asks for a detailed description of specific innovative practices in sport clubs. Thematic analysis of this data will lead to a better understanding of the nature of innovation in community sport clubs. Finally, follow-up interviews will take place with a sample of 2020 NSCS respondents who indicated their club had been innovative to dig deeper on those innovations that took place. This component of the research addresses Hoeber et al's (2015) call to further explore the knowledge associated with innovation, the process of innovation and factors that promote or constrain innovation in sport clubs.

Organizational Communication in Sport for Development: A Framing Analysis

Seungmin Kang & Per Svensson (Louisiana State University)

Over the last ten years, a substantial amount of research has been carried out to advance the Sport for Development (SFD) field and significant progress has been made across many areas including program evaluations, program models, leadership, collaborative partnerships, and organizational capacity. Yet a clear knowledge gap remains regarding the meanings practitioners attribute to the terms *sport* and *development*. To date, only a few attempts have been made to examine how these concepts are understood by practitioners in the SFD sector (Sherry, Welty Peachey, & Shin, 2019).

Scholars have highlighted the difficulty of defining *sport* and *development* due to the various meanings associated with these terms (Gilbert & Bennett, 2015). Acknowledging the multiplicity of these concepts, prior research suggested the need for examining public narratives of *sport* and *development* used in a particular sector (see Coalter, 2010; Gleaves, 2017). However, no prior studies specifically examined the meanings of these two concepts in the context of SFD. Therefore, the purpose of this study was to explore how SFD organizations frame meanings of *sport* and *development* in SFD practice by examining textual data published on their organizational websites.

Guided by framing theory (Gamson & Modigliani,1989), a qualitative content analysis was conducted to examine context-dependent meanings of *sport* and *development*. A total of 115 SFD organizations were purposefully sampled to represent the wide range of sports and geographical locations found in SFD. Publicly available organizational documents (e.g., annual reports, newsletters) and/or written descriptions of their programs (e.g., mission/vision statements, what we do, why sport, etc.) were collected from organizational websites. Data were then analyzed inductively through a two-step coding process (Saldaña, 2013).

Seven key themes were identified from the content analysis. Findings indicated that SFD organizations frequently frame *sport* by its inherent, transferable, and instrumental values. In addition, we identified *development* was framed around sport development, hegemonic tendencies, individual development, and alternative values. Based on these findings, we present an ideal type-model for the meanings SFD organization ascribe to the concepts of *sport* and *development* in their communications with external stakeholders. This 2x2 model represents four ways of framing *sport* and *development* (contradictory, critical, imperialistic, and collaborative) based on the findings of our analysis. In this study, most organizations were characterized by the contradictory model and the imperialistic model. Fewer organizations aligned with the critical and collaborative types.

The current study contributes to the literature by demonstrating framed meanings of *sport* and *development* by SFD organizations, which are critical conceptual ideas in the SFD domain. The framework developed from our findings can serve as a foundation to better understand organizational communication in SFD and may also provide a useful tool for practitioners to carefully evaluate how they communicate with external stakeholders.

Determinants of consumers' adoption of digital ticketing via Self-Service Technology

*Sanghoon Kim (Texas A&M University), Hyun-Woo Lee, Ph.D. (Texas A&M University) &
Kwangho Park (Troy University)*

Several stadiums and associated professional sport teams have started to embrace digital ticketing strategies through Self-Service Technology (SST), which seems to be at an early stage but is widely expected to grow. However, there has been little discussion about sport consumers' overall experiences and behavioral intentions in terms of SST usage and individual propensities. Thus, the purpose of this study is to examine sport consumer's technology readiness with respect=to determining perceived service quality, service satisfaction, ticket purchasing via SSTs, and digital ticketing (DT), by integrating the Technology Readiness (TR) construct (Parasuraman & Colby, 2015) and the Service Quality (SQ)-Service Satisfaction (SS)-Behavioral Intention (BI) framework (Baker & Crompton, 2000).

Parasuraman and Colby (2015) proposed four dimensions of the TR construct (i.e., optimism, innovativeness, discomfort, and insecurity) to understand individual differences toward consumers' new technology adoption. With the construct, studies found that consumers high in TR are more inclined to adopt SSTs than those low in TR (Elliott et al., 2012; Lin & Hsieh, 2007). Given the previous evidence, we assume that consumers high in TR may have higher adoption rates of DT than those low in TR because they have a positive view of technology and have experienced its efficiency and effectiveness. Accordingly, we hypothesize that: H1: The level of consumers' TR positively influences their intention to adopt DT.

Previous studies of SSTs have consistently reported that SQ and SS significantly impact consumers' adoption of SSTs (e.g., Blut & Wang, 2019; Liljander et al., 2006; Lin & Hsieh, 2007). With respect to TR, it has been demonstrated that consumers high in TR tend to report a higher level of SQ and/or SS (Liljander et al.; Lin & Hsieh; Wang et al., 2017). Drawing on the evidence, we argue that sport consumers high in TR can have higher perceived SQ and higher level of SS, resulting in a higher BI to adopt DT. Accordingly, the following hypothesis is raised: H2: The influence of consumers' TR on their intention to adopt DT is mediated by their perceived SQ and SS, respectively.

Consumers who have had a positive experience with technology are likely to continue using the same level of technology and are interested in next-generation or advanced levels of technology (Huh & Kim, 2008; Park et al., 2011; Shih & Venkatesh, 2004). Accordingly, consumers who have had a positive experience with online ticket purchasing via SSTs may continue to use SSTs to purchase tickets (Lin & Hsieh, 2007; Meuter et al., 2003), which may in turn lead them to have a willingness to try DT. Regarding TR, consumers high in TR may have higher adoption rates of online ticket purchasing via SSTs resulting from their beliefs about technology and previous experiences, and this may have contributed to the increased acceptance rate of DT. Thus, we hypothesize that: H3: The influence of consumers' TR on their intention to adopt DT is mediated by their continuous intention to purchase tickets via SSTs.

By integrating the TR construct and the SQ-SS-BI framework, we generate an additional hypothesis on the indirect effect of TR on DT through SQ, SS, and ticket purchasing vis SSTs. That is, sport consumers high in TR may have higher perceived SQ resulting in a higher SS, and the higher level of SS can translate to a higher continuance intention to purchase tickets via SSTs, which may eventually increase the acceptance of DT. Thus, we hypothesize that: H4: The influence of consumers' TR on DT is mediated by SQ, SS, and ticket purchasing via SSTs as a causal sequence.

We conducted a pilot test and the new data is currently being analyzed for the main study. The findings of this study complement those of earlier studies by providing a new understanding of the challenges and benefits of a sport spectators' ticket consumption behavior associated with SSTs. Moreover, in line with the market trends and post-pandemic environment, the findings can be used to develop targeted strategies aimed at increasing digital ticket use.

"Speak Up" Investigating Professional Sports Teams' #BlackLivesMatter Statements on Social Media

Dae Hee Kwak (University of Michigan), Sean Pradhan (Menlo College), & Ron Chen (University of Michigan)

Introduction: George Floyd's death caused by police brutality fuelled a wave of the Black Lives Matter (BLM) movement both nationally and globally. Almost every professional sports team in the United States released a BLM statement pertaining to racial inequality and social injustice. The current study sought to investigate those BLM statements and fans' reactions on social media. In particular, we examined the word counts of the statements of all teams across the four major professional sports leagues, and also analysed Twitter engagement (i.e., likes, retweets, comments) of those statements as a proxy of fans' reaction.

Literature Review: Previous literature has often considered message length (e.g., word count) as an attribute that affects persuasion (e.g., Petty & Cacioppo, 1986a, 1986b). For instance, messages with greater length create more attitude change and may be perceived to be more practical than those shorter in length (Blumenstock, 2008; Chaiken, 1980; Cheng & Ho, 2015; Blumenstock, 2008). As we use 'word count' as a simple metric, we explored whether the average BLM statement length differs across the four major professional sports leagues. In addition, we examined whether Twitter engagement metrics of those BLM postings were a function of teams' geopolitical status (geographic region, political affiliation of the state) and franchise value. This exploration is based on the split perception of the BLM-related protests between Democrats and Republicans (Tesler, 2020). Therefore, in the current study, we sought to provide initial evidence of how teams from different leagues responded to the BLM movement and how fans were engaged with those BLM statements based on the team's geopolitical status and franchise value.

Method: We retrieved the content of Black Lives Matter (BLM) statements, as well as likes, retweets, and comments for each statement from all MLB, NBA, NFL, and NHL teams on Twitter (2020). Word counts from the BLM statements were derived as all were posted as images. The number of Twitter followers for each team was obtained from Social Blade (2020). We used Forbes (2019) team valuations to rank organizations into the top 20%, middle 60%, or bottom 20% of their respective league. Teams were segmented by geographic region based on the United States Census Bureau's map of Divisions and Regions (Northeast, Midwest, South, and West). State political affiliation was determined using a map from the Population Reference Bureau (2008) to categorize states as Democratic, Republican, or Swing-based on voting trends from the 1988-2004 Presidential Elections.

Results: A series of negative binomial generalized regression models with Holm-Bonferroni post-hoc tests were performed to examine the impact of professional sports league, league franchise value, geographic location, and state political affiliation on the word count of BLM statements released by each team. Identical models were constructed to investigate social media behaviours on Twitter (likes, retweets, comments), controlling for the number of Twitter followers per team. Preliminary analyses provided evidence for lower statement word counts by NHL teams compared to MLB ($p = .05$, $OR = 1.68$), NBA ($p < .001$, $OR = 2.37$), and NFL teams ($p < .001$, $OR = 3.56$). In addition, MLB teams had shorter BLM statements than NFL teams ($p < .001$, $OR = 2.13$). There were no statistically clear differences in statement word counts among league franchise value, geographic region, and state political affiliation ($p > .05$). Posts of BLM statements from NFL teams were liked, retweeted, and commented on more often than posts from NBA teams ($p < .02$, $OR > 1.96$). Posts from NHL teams were also commented on more than those from NBA teams ($p = .04$, $OR = 2.33$). Posts from teams with franchise values in the top 20% were liked, retweeted, and commented on more often than those from teams with franchise values in the middle 60% and bottom 20% ($p < .03$, $OR \geq 2.00$). Posts from teams located in Southern states received more retweets than those in the Midwest ($p = .001$, $OR = 2.38$). Posts from teams in Swing states were liked more often on Twitter than those from both Republican and Democratic states ($p < .03$, $OR = 1.79$). Ultimately, posts from teams in Swing states received more retweets than those in Republican states ($p = .04$, $OR = 1.79$).

Discussion: Empirical findings revealed that professional leagues differed in terms of BLM statement length and Twitter engagement of those postings. While the word count did not appear to be a function of franchise value, geographic region, and state political affiliation, we found that Twitter engagement was higher among teams in the top 20% of franchise value, and teams in Swing states. Based on the preliminary findings of the current study, follow-up studies can apply qualitative assessment of BLM statements to investigate the nature of the statements. Furthermore, sentiment analyses of Twitter engagement will also provide greater insight into fan reaction.

Creating Constraint Personas to Differentiate Road Race Participants

Greg Greenhalgh (University of South Florida), Brendan Dwyer, Carrie LeCrom, & Chad Goebert, (Virginia Commonwealth University)

The road running industry is facing significant challenges as participation numbers have continuously dipped after reaching a high in 2013 (Kennedy et al., 2019). Therefore, in order to stay solvent, companies reliant on road race participants must adapt in order to meet the needs of their current customer base while attracting new participants. Due to increased competition and a potential decrease in repeat runners, race organizers have been forced to utilize more strategic marketing initiatives.

Participant motivation for engaging in physical activity and running has received ample attention from academic researchers (Beaton et al., 2011; Sato et al., 2016). However, constraints or barriers to running has only recently garnered such attention (Aicher et al., 2018; Wegner, Jordan et al., 2016). It is important to understand the constraints that may prevent an individual from participating in an event so that event organizers can either work to remove these barriers or provide potential participants with strategies to navigate them. While the work in the area of constraints is growing, nearly each study utilized a sample of event participants. This is counterintuitive to studying constraints as the study participants were obviously able to negotiate the constraints to engage in the physical activity under investigation. Therefore, the current study adds to the literature in two ways: (1) by assessing the constraints to running participation among self-described active individuals who did not participate in a 10K event, and (2) by creating constraint personas of these individuals for event organizers as they try to grow their consumer base. Persona creation has been found to be more useful than traditional market segmentation, as personas provide the how and the why people of different types behave the way they do (Hendricks & Peelen, 2002).

The current study took both an inductive and deductive, three-phase approach to identify non-participants' constraints, create personas, and determine differences in behaviours based on the personas created. The current study began with an analysis of the consumer relationship management (CRM) system of the sports commission (the running organization under examination) to identify demographic differences within past 10k race participants. From there, a systematic sample of 12 individuals were selected for interviews and were asked to indicate what constraints prevent their participation in the event.

Findings from the interviews were paired with perceived participant constraints provided by the administrators of the sports commission. These data were added to an adapted version of Alexandris and Carroll's (1997) seven-factor 27 item scale to measure leisure constraints. A sample of 600 physically active individuals within a 250-mile radius of the city where the 10K takes place annually were solicited and surveyed via Qualtrics. Data collection will be completed in September 2020. A principal component analysis will be conducted for factor creation and a hierarchical cluster analysis will be interpreted for the creation of the personas. Each persona will have a unique combination of constraints, psychographics, demographics and behaviours important to event managers, and overall, the results should provide noteworthy implications for race organizers looking to understand and ultimately eliminate barriers to participation.

Keywords: *Road racing, Personas, Constraints*

Transformative experiences abroad: The impacts of an international sport-focused trip on American girls

Carrie LeCrom (Virginia Commonwealth University), Jennifer Jacobs (Northern Illinois University), & Karisa Fuerniss (Northern Illinois University)

While the field of Sport for Development (SFD) has grown and branched into may sub-topics over the last several decades, there remain gaps within programme evaluation. To date, much of the programmatic impact that has been measured has focused on individual programmes and short-term gains, leaving a need for longer-term evaluation (Coalter, 2010; Cohen & Welty Peachey, 2015). Kay (2009) specifically points out that the lack of data and resources over an extended period of time makes this difficult. It is nonetheless important. In considering the need for measuring programme impact more broadly and over longer periods of time, Goals for Girls, a U.S. based non-profit organisation that uses soccer-based trips abroad to empower young women, provided a strong platform for study. The purpose of the study was to assess the holistic impact of a sport-focused trip abroad on American young women.

The research team took a collaborative approach to data collection and analysis that embraced forms of both inductive and deductive design. This combination approach looked at the transformative experience theory (Pugh, 2004; 2011) as an important basis of understanding, while also allowing for new ideas to challenge the underpinning (Patton, 2015; Richards & Hemphill, 2018; Richards et al., 2020). The research team interviewed over 30 young women spanning 12-years of programming, assessing the holistic impact of the sport-focused trip abroad.

In analysing the data, four themes and six sub-themes emerged. Collectively, the trips impacted the young women in recognising the power of sport for social change, as well as personal change in the areas of affective, cognitive and behavioural impacts. Participants were positively impacted in several ways including seeing the ways sport can be used for a vehicle for change, growth in terms of empathy and cultural understanding, and unique opportunities for relationship building. However, the participants also experienced challenges as a result of their experiences abroad including first world guilt (Darnell, 2011) and recognition of power imbalances in the work of SFD.

The results of this study lead to interesting discussion points. Pugh's (2004; 2011) transformative experience theory has only recently been applied to the sport discipline, so this study extends its usefulness in interesting ways. Additionally, related to literature in study abroad and short-term travel experiences, questions often arise in regard to 'life changing' versus 'perspective changing'. While the current study cannot definitively say the Goals for Girls trips were one or the other of these, the impacts on the young women clearly indicate that major life choices where influenced by the experiences. Finally, the study's results support the idea, proposed by Cohen and Welty Peachey (2015), that cause champions within SFD may be best developed and nurtured through the programmes themselves. The young women who were part of the Goals for Girls programme manifested many behaviours that could make them strong advocates and allies for SFD in the future.

Keywords: *Sport-for-development, Study abroad, Experience abroad, Transformative experience theory*

Examining the Constraints of Sport Participation among People with Disabilities in South Korea: Using a Socio-Ecological Approach

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Purpose. Health professionals and sport managers are increasingly aware of the physical, social, and mental health benefits of physical activity and sport participation (Rowe et al., 2014). In South Korea, people with disabilities have been traditionally marginalized from sport (KOSAD, 2011). This is worrisome, given that a sedentary lifestyle can pose a threat to one's health conditions (US DHHS, 2010). In order to fully understand sport and exercise behaviour, many scholars highlight the importance of using socio-ecological models that consider individual, social, environmental, and policy factors (Rowe et al., 2014). Rimmer et al. (2004) and Funk (2008) identified various barriers to recreation and sport participation among people with and without disabilities, such as a lack of partner/friend, facilities, and accessibility. Despite the significance of ecological models in sport and exercise behaviour research, previous literature has largely ignored the collective interrelatedness of variables within the multi-level construct of an individual's ecology (Beaton & Funk, 2008). Therefore, the purpose of this study is to identify the multi-level constraints of sport participation among people with disabilities in South Korea.

Method. We used secondary data collected by the Employment Development Institute of South Korea in 2018. A total of 2,444 respondents with physical and mental disabilities (age 19-59) participated in the survey. We conducted a multi-level regression that used 16 individual-level, four family/social-level, two environmental-level, and one policy-level variables to predict whether an individual participated in sport.

Results. Respondents who were female, older, less educated, of mental disability and had low levels of disability acceptance, interpersonal skills, overall health, satisfaction with friend relationships, and perceived independence were less likely to participate in sport ($p<.05$). One family-level variable, family leisure spending, was positively associated with sport participation ($p< .05$). While no statistical relationship was found in the policy-level variable (i.e., welfare subsidies), in terms of environmental factors, people who did not live in the Seoul Capital Area and with perceived difficulties in their physical environment were less likely to participate in sport ($p<.05$). The R^2 of our final model was 25%. In addition, findings demonstrated a 4% increased R^2 of the final model, compared to the individual-factor only model.

Discussion. Our results confirmed the multi-level effects of an individual's ecology on sport behaviour, contributing to the advancement of socio-ecological frameworks for and the literature on exercise and sport behaviour. Also, policymakers and practitioners can formulate policies and programs aimed at promoting healthy behaviour among Korean people with disabilities by addressing the interrelatedness of barriers identified in our study.

Supportive or Inhibitive? University Governance of Collegiate Sport Clubs

Leeann M. Lower-Hoppe (The Ohio State University) Richard J. Buning, (The University of Queensland) & Andrew Czekanski (Western Kentucky University)

Sport clubs are a critical provider of sport participation opportunities for communities across the globe (Warner et al., 2012; Wicker & Breuer, 2013), serving multiple foci of promoting sport, social, economic, and health functions (Doherty et al., 2014). Sport clubs within the collegiate context are more akin to community sport clubs than their varsity athletic counterpart (Lower & Czekanski, 2019). Collegiate sport clubs operate in accordance with governing bodies, are volunteer driven, and provide sport services to their members (Breuer et al., 2017; Sports Clubs, 2017). In comparison to community sport clubs, collegiate clubs operate with a unique regulatory framework as the clubs are required to comply with the policies and procedures of their university (Czekanski & Lower, 2018). Collegiate sport clubs also serve an important role within the university, promoting student recruitment and retention and contributing to student learning and development (e.g., Lower et al., 2020; Weaver et al., 2017). As such, the capacity of sport clubs to achieve these desirable objectives is of primary concern.

University governance has been identified as a primary obstacle to collegiate clubs operating at full capacity (Lower & Czekanski, 2017), compelling investigation as to the ideal governance of sport clubs. Doherty et al. (2014) developed a framework of organizational capacity for community sport clubs that includes five dimensions: human resources, finance, infrastructure, planning and development, and external relationships. Drawing upon Doherty et al.'s (2014) conceptual framework, the purpose of this study was to investigate how university governance (external relationship dimension) supports and inhibits the multidimensional resources of sport club capacity.

The study adopted a 3-iteration Delphi research design to establish consensus of collegiate sport club governance from a panel of experts (i.e., sport club professional staff) (Dalkey, 1969; Murry & Hammons, 1995). The researchers solicited the subjective judgments of 17 experts in collegiate sport clubs through one round of interviews and two rounds of intensive questionnaires with controlled opinion feedback (Costa, 2005). Thematic analysis of the Round-1 qualitative data was used to develop Likert-type scale items for Round-2, with panellists asked to respond to the items and explain the reasoning behind their ratings. A distribution of the aggregated ratings from Round-2, along with the panellists' individual ratings from Round-2, were provided for Round-3, with panellists asked to re-rate each item. Variance was examined across Rounds-2 and -3 to determine level of agreement, with a reduction in variance across rounds indicative of greater consensus achieved (Hsu & Sandford, 2007; Rowe & Wright, 1999).

Major Round-1 themes included: professional staff responsibilities, department and institutional governance, program constraints, and ideal governance. In total 162 unique items were identified across the qualitative themes in Round-1. After Rounds-2 and -3 the panellists reached consensus on 107 items (66%), with the most agreement found related to ideal governance (92.5%) and professional staff responsibilities (71.7%). Conversely, little agreement was found pertaining to program constraints (33.3%) and departmental governance (16.7%). The results provide theoretical and practical implications, expanding the organizational capacity framework to new contexts and a deeper understanding of external influences, and informing how universities can facilitate positive exchanges with sport clubs to engender positive outcomes.

Keywords: *Sport club capacity, External relationships, Ideal governance, Delphi method*

Exploring How Special Olympics Facilitates Physical Literacy Development of Athletes with Intellectual Disabilities

Leeann M. Lower-Hoppe (Ohio State University), Shea M. Brgoch (Ohio State University), Kelly Tanner (Ohio State University), Catherine Quatman-Yates (Ohio State University), Sue Sutherland (Ohio State University), Christy Zwolski (Ohio State University), and Laura Schmitt (Ohio State University)

Approximately 6.5 million individuals in the United States have an intellectual disability (ID). Sedentary behaviours, obesity, and secondary health conditions are more prevalent among individuals with ID (Rimmer et al., 2010), which can adversely impact life expectancy (Healthy Children, 2015). Social and physical challenges as well as environmental barriers also contribute to decreased levels of physical activity among this population (Tint et al., 2017). Sport programming can provide an avenue to reduce physical inactivity, mitigate secondary health complications, and improve the health of people with an ID (Bryl et al., 2013). Participation in Special Olympics (SO) – the largest sport-related organization catering to individuals with ID – has been associated with positive health outcomes, further illustrating the advantages of sport activities (Maude, 2010; Special Olympics, n.d.). Despite the success of SO offerings, these interventions could be improved with the guidance of a definitive theoretical framework.

Scholars have identified physical literacy as an important antecedent of physical activity (Edwards et al., 2017). Physical literacy is an emerging theoretical framework that encompasses the "motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life" (International Physical Literacy Association, 2017). While physical literacy is a promising framework for reforming and improving sport interventions, different ages, abilities, and environments must be studied to develop appropriate interventions for specific populations (Edwards et al., 2018). The purpose of this study was to explore how SO facilitates physical literacy development of athletes with ID, from the perspectives of various SO stakeholders.

The researchers adopted a social constructivist epistemology and inclusive qualitative research design for this study. With the support of SO Ohio (community partner), the researchers purposefully recruited 12 SO administrators, 12 SO coaches, and 21 SO athletes to participate in focus groups organized by stakeholder group. A semi-structured focus group protocol was used with strategies employed to enhance trustworthiness of the data. Each focus group lasted 60-90 minutes and was comprised of three to four participants. A follow-up interview with one individual from each focus group was conducted to enhance understanding and clarity of the emerging themes.

The data were audio recorded, transcribed verbatim, and imported into NVivo software for analysis. The researchers employed inductive analysis via open and axial coding and constant comparison. Constructed themes point to SO program design and delivery as critical to facilitating physical literacy development among athletes. Themes include: SO programs' (e.g., Young Athletes; Skills Program; Team Competition; Unified Sports; Athlete Leaders) influence on athlete development, SO program strategies to accommodate athletes with ID (e.g., facilitating adaptive sports; adjusting to needs of individual athlete; coaching to diverse learners; scaffolding practice; managing safety), and outcomes of SO participation (e.g., engaging in new experiences, achieving improvement and success; life skill development; physical and social benefits). The study findings provide foundational data to inform program improvement strategies that reduce health disparities and enhance wellness among people with ID through sport.

The Impact of Diversity and Equity Initiatives on Social Impact

Yoseph Mamo (Tennessee State University), Kwame Agyemang (The Ohio State University)

Numerous previous studies have largely attested to the business case of corporate social responsibility (CSR) for critical stakeholders while largely omitting broader societal problems (Barnett et al., 2020; Walker et al., 2017). While the main goal of CSR activities seeks to target and produce benefits for external audiences (Babiak & Wolfe, 2009; Rowe et al., 2019), research on the professional sport context is heavily skewed toward organizational outcomes. Furthermore, although CSR practices have been an integral part of most professional sport teams for quite a long time and are assumed to produce benefits, most previous research has not distinguished between different types of CSR activities and their influence on fans' social impacts. For example, a study by Mamo and his colleagues (in press) found that community relations and diversity and equity-oriented CSR activities had no significant relationship with perceived fans' social impact. It is becoming clear that in order to explain and predict social impact with a higher certainty, we need to understand multiple mechanisms to precisely explain the connection between CSR and social impact.

Social impact is defined as "beneficial outcomes resulting from prosocial behaviour that are enjoyed by the intended targets of that behaviour and/or by the broader community of individuals, organizations, and/or environments" (Rawhouser et al., 2017, p.83). In this sense, social impacts encompass many different phenomena, associated with the target population and other stakeholders (Sinha & Chaudhari, 2018). For example, it is common for many teams and leagues to engage in diversity and equity initiatives to enhance societal values. Diversity and equity refer to changing demographics and to balancing the hiring process more equitably for minorities (Walker & Sartore-Baldwin, 2012), reducing the negative effects of exclusion and satisfying legal mandates (Cunningham, 2017), and enhancing leadership and power balances (Agyemang, 2012). A relevant base for theorizing about CSR and its output is social exchange theory, in which a company receives some returns for the service it renders.

Because many studies have examined the direct association between CSR initiatives and social impact have led to inconclusive findings, we sought to develop a framework to explain this paradox by introducing mediators and moderators. Specifically, we argue that the impact of diversity and equity actions do not merely rely on the organization's interests but also on its ability to deliberately design to solve problems, authenticity, and communication. Moreover, diversity initiatives are considered as a means to develop social capital, collective identity, well-being, and human capital, when these programs are configuring to reach local communities, not primary stakeholders (i.e., fans and customers). This study contributes to gaps identified in a review of the CSR literature by Walzel et al (2018) who proposed that fewer investigated the micro-foundations of CSR at social performance as an overlooked area of research within sport management. Implications for practitioners will be highlighted during this presentation.

Keywords: *Social impact, corporate social responsibility, diversity, and equity, social exchange theory*

Big data in sport organizations: Organizational learning perspectives

Yoseph Mamo (Tennessee State University), Damon Andrew (Florida State University)

As technology and access to the Internet advanced over time, structured and unstructured data became increasingly prevalent in sport organizations, which, in turn, increased the popularity of digital presence in sport (Lazer & Radford, 2017). Regardless of the type of sport organization (i.e., manufacturing and services industries), an understanding of the advent of technology is critical for the exploration and exploitation of knowledge. According to the Sports Business Journal Report (2017), the social media posts of major sport leagues such as the National Basketball Association (NBA) and National Football League (NFL) are viewed and shared more than 10 billion times. In fact, social media is considered a vast source of big data (Brock & Khan, 2017). Accordingly, unprecedented opportunities are present for organizations and partners to create, access, link, and share data obtained through social and physical channels (Olshannikova et al., 2017). Relatedly, the 2020 Summer Olympic Games, Alibaba, and Intel have formed a partnership to developed new artificial intelligence algorithms that use cameras to provide real-time performance data during competitions (Impey, 2019).

Despite the overwhelming availability of data in the sport sphere, which can potentially be used to inform business decisions, improve consumer engagement, and for other practical purposes, little is known about the learning processes of sport organizations. By applying an organizational learning perspective, the present study aims to discuss the specific ways in which sport organizations should bear on the topic of big data and its reciprocal impact on the field. In doing so, we aim to provide insights regarding which organizational and environmental contexts influence the adoption of big data. Furthermore, we emphasize how sport organizations and their partners (e.g., sponsors, government, community organizers, and researchers) can leverage big data to enhance their domain operations (Slack, 1996), develop sport-specific knowledge (Chalip, 2006), and conduct interdisciplinary work (Doherty, 2013).

Organizational learning scholars have suggested the need to research different disciplines because contexts are central to the success of organizations (Argot, 2011). Given that sport lies at the junction of continued advancement in media technologies, data-rich environments, and unique environmental and organizational features, expert intuiting of data-rich environment is the key to organizational learning. Our presentation contributes to the sport management literature by applying organizational learning and highlighting the effects of organizational and environmental contexts on the learning processes of intuiting, interpreting, integrating, and institutionalizing big data in the sport domain. More specifically, a greater understanding of the relationships among the unique features of sport in social media interactions, communication channels, and emerging technology can help improve domain operations. Therefore, it is essential to raise awareness regarding the distinct elements of sport coupled with microtechnology that can help "the field to grow and flourish and truly live up to the title 'sport management'" (Slack, 1996, p. 98).

Understanding Customer Experience in Fitness Centres and Gyms from Online Reviews: A Structural Topic Modelling Approach

Luke L. Mao (University of New Mexico), Min Jung Kim (Fairleigh Dickinson University), Hongyoung Kim (University of New Mexico), James J. Zhang (University of Georgia), & Daniel P. Connaughton (University of Florida)

In the United States, in 2019, there were 108,194 business establishments in the fitness centre and gyms industry employing 843,461 people with a total revenue of 37.9 billion (Le, 2019). Despite such a promising landscape, the health-fitness industry is very competitive, and the market is highly segmented (Le, 2020). They compete not only with other fitness centre establishments, but also with online health/fitness services and consumers' self-services. Fitness centres/gyms rely heavily on membership fees, which represent approximately 2/3 of their total revenues. The reliance on retaining and developing memberships compels business operators to compete on both price and non-price factors. Customer service and its quality remains a crucial strategic variable for such business operators. Businesses have increasingly relied on providing high quality customer experiences in effort to recruit and retain members. A plethora of studies have shed light on the operation of this industry (Chelladurai et al., 1987; Ko & Pastore, 2005; Lam et al., 2005; Vieira & Ferreira, 2018). Yet, in recent years, businesses have been shifting their attention from managing discrete touchpoints (e.g., service quality) to managing the entire customer journey (e.g., customer experience; Homburg et al., 2017; Lemon & Verhoef, 2016; Maechler et al., 2016). This trend has also been acknowledged in recent sport management studies (Funk, 2017; Yoshida, 2017).

Customer experience is a holistic experience arising from direct and indirect interactions between the customer and other actors across all channels throughout the three stages of the entire customer journey: pre, during, and after the service usage (Kuppelwieser & Klaus, 2020). It is a multidimensional construct involving the customer's cognitive, affective, emotional, social, and physical responses to the service provider. It is distinct from other marketing constructs such as service quality, satisfaction, and customer engagement (Lemon & Verhoef, 2016; Verhoef et al., 2009). To better understand customer experiences using data analytics (Holmlund et al., 2020), we aim to examine customer experiences in fitness centres and gyms by text-mining a large number of online reviews posted on Yelp. Specifically, we use the structural topic modelling (STM) method (Roberts et al., 2014; Roberts et al., 2019) to identify themes of consumer experiences with fitness centres and gyms.

The dataset includes 24,231 reviews on 1,045 fitness centres and gyms located in eight U.S. states, which were posted on yelp.com between March 14, 2005 and November 14, 2018. The total corpus for subsequent topic modelling contains 3,013,953 words. The reviews were pre-processed using the nltk and gensim packages in Python prior to being modelled via using the STM package in the R program. As a unique feature of STM, we included three document level covariates, including the name of the fitness centre/gym chain, state located, and review date, when mining the topics. Taking into consideration the findings which resulted from the automatic selection procedure and qualitative reviews by a panel of three experts, 90 topics were deemed relevant to the current analysis.

These 90 topics cover all three stages of customer journey. Seven pre-purchase topics are experiences with trials, promotion, and selling process; 13 post-purchase topics are related to post evaluations, complaints, word of mouth, and behavioural intentions; and the remaining 70 topics are related to customer service, workout, facility, equipment, and membership. Whereas many topics have been covered by the previous research, there are nuanced findings and new topics uncovered by the current study. Noticeably, we identified variations in these topics among different fitness chains. The popularity of a topic also changes with time. Future measurement and correlational studies are suggested by utilizing the findings of this study. Theoretical, methodological, and practical implications are further discussed in an effort to enhance the customer experience holistically.

Keywords: *Fitness industry, service quality, consumer experience, text mining, structural topic modelling*

Stakeholder Perspectives: Environmental Initiatives in Sport

Brian P. McCullough[1], Ashlyn Hardie[1], Timothy Kellison[2], Marlene Dixon[1]

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Sport organizations use fan engagement campaigns to educate and involve sport fans in their sustainability initiatives (McCullough et al., 2016); however, a stronger strategic approach is necessary to increase the effectiveness of these efforts (Casper et al., 2020; Inoue & Kent, 2012). To this end, Trail and McCullough (2020) deployed the sport sustainability campaign evaluation model to take a more methodical approach to design, deploy, and evaluate sustainability campaigns. Despite the contributions and value of their work, a preceding step is missing in the development of these campaigns: gauging the perspectives of a variety of stakeholders including community members and sport spectators. Thus, the purpose of this study was to understand the environmental attitudes of external stakeholders of a sport organization (i.e., community members, sport fans), the ascription of responsibility that these stakeholders have of sport organizations to engage in environmental initiatives, and what the sport sector or individual sport organizations should do to be more environmentally responsible. Such diverse perspectives, per the Global Reporting Initiative (GRI, 2020) and stakeholder theory (Herremans et al., 2016), can better equip sport organizations to maximize organizational returns (e.g., social, financial).

We utilized a purposive sampling technique to distribute an online survey to residents of Los Angeles County, California, who were eighteen years of age or above. As part of the broader survey (Kellison & McCullough, 2020), the survey had 855 completed responses, and 100 of these responses provided written comments that were analyzed for this study. Returned responses were reviewed for completeness and relevance and subsequently analysed, using a qualitative descriptive approach (Creswell, 2014; Sandelowski, 2000).

The resulting eight themes align with the three focal purposes of this research. While some participants argued that "political" issues like the environment are not the responsibility of sport organizations, nor should they be associated with sport, the vast majority of participants felt that both cities and sport organizations have a responsibility and a platform for supporting pro-environmental issues. They also provided a number of specific suggestions (e.g., increased recycling, minimized landfill waste, decreased automobile traffic) that sport organizations could undertake to advance environmental initiatives. For example, one participant said, "Sporting events should provide recycling areas and should also consider the environment when planning and staging an event." Participants also provided suggestions for the future of sport facilities and large events to minimize environmental impacts.

Our findings build upon the work of prior researchers (e.g., Casper et al., 2020; Trail & McCullough, 2020) to identify environmental initiatives that pertinent stakeholders indicate are appropriate for sport organizations to engage in and promote. These results can help fill the gap in the strategic approach sport practitioners take when deciding which environmental initiative to prioritize based on data from stakeholder input and preferences, which can increase their receptivity and increase the sport organization's social and financial ROIs of such initiatives. Sport practitioners would benefit from surveying the perspectives of stakeholder groups for such ideas. Relying on the previous examples, resulting data could give sport practitioners justification to pursue partnerships with community organizations and corporate sponsors to implement new initiatives. We will discuss examples of such environmental initiatives and how our findings can inform future research and strategic planning for practitioners.

Power and rent-seeking on boards: A case study of national sport federations in India

Joshua McLeod (Deakin University), David Shilbury (Deakin University), Geraldine Zeimers (Deakin University).

Rent-seeking refers to the activities of individuals or groups who act to increase their personal benefits at the expense of organisations or wider society (Buchanan, 1980). 'Governance rent-seeking' is a particular type of rent-seeking that involves situations in which governance structures "persist even after they have become demonstrably suboptimal because of the presence and actions of parties who resist change, because it would reduce their private benefits of control while the efficiency gains from change would be shared by several actors" (Yoshikawa & Rasheed, 2009, p. 393). McLeod et al. (2020) recently identified governance rent-seeking to be a systemic issue in Indian sport and indicated that it is likely to be prevalent in other non-Western sport contexts. However, to date, scholars have not examined how governance rent-seeking emerges and persists in sport. This is an important gap to address given that well-designed governance structures are argued to offer valuable protection to sport organisations from corruption and poor managerial performance (Chappelet & Mrkonjic, 2019; Geeraert et al., 2014; Taylor & O'Sullivan, 2009).

The purpose of this paper, therefore, is to investigate how power influences governance rent-seeking in Indian NSFs. This research considers power to be a highly appropriate theoretical lens through which to examine governance rent-seeking, as it is expected to illuminate the mechanisms through which it manifests on sport boards. This study uses Hardy's (1996) four-dimensional model to operationalise the concept of power.

This study adopted a single embedded case study design (Merriam, 1998; Yin, 2002). Qualitative methods were employed (interviews, focus group and secondary sources). The case study was explanatory in purpose. There were 12 different NSFs represented in the sample, some of which varied greatly in terms of their size. In total, 38 individuals were interviewed and 12 individuals participated in a focus group. The interview and focus group transcripts were analysed in accordance with Braun and Clarke's (2006) procedure for thematic analysis.

The findings show that board members source and use the *power of resources*, the *power of processes* and the *power of meaning* to fuel their rent-seeking activities. The findings show that these three forms of power have a mutually reinforcing effect, while the *power of the system* creates the context in which the other dimensions are used. The findings offer new insight into how board members, motivated by personal gain, ensure that suboptimal organisational governance structures are preserved in sport. This study contributes theoretically by illuminating how different dimensions of power interact in rent-seeking processes. The findings are expected to be valuable to individuals and organisations who want to develop strategies to overcome rent-seeking.

Keywords: *Governance Rent-seeking Ethics Board processes*

Why are Other Countries Playing in the National Pro Fastpitch? Professional Leagues and Human Capital Ecosystems in Elite Athlete Development.

Christopher M. McLeod (University of Florida)

National sport organizations (NSOs) and other high-performance sport stakeholders increasingly rely on commercial organizations, including professional leagues, to identify, train, support, and motivate elite athletes (Brouwers et al., 2015; Newland & Kellett, 2012; Philipps & Newland, 2014). Scholars have demonstrated that third-party organizations provide resources and capabilities that government-led systems may be unwilling or unable to supply (Truyens et al., 2016). They have also examined the characteristics of interorganizational relations between NSOs and third-party organizations (Babiak, 2007; Sotiriadou et al., 2017).

Human capital ecosystem theory (McLeod & Nite, 2019) is a promising framework for explaining the role of professional leagues in athlete development systems. A human capital ecosystem is a structured set of actors that are responsible for investing in human capital and then capturing returns from that investment (McLeod & Nite, 2019). The purpose of the study is to examine the role of professional sports leagues in elite athlete development using human capital ecosystem theory. National Pro Fastpitch (NPF), a women's professional softball league in the United States, was chosen as the subject of analysis because the NPF recently adopted an athlete development strategy by including four national teams from four different countries (China, Australia, Mexico, Canada) that partnered with professional franchises and used the NPF to develop their athletes in the lead up to the 2020 Tokyo Olympics.

Semi-structured interviews were conducted with 27 participants in the NPF including team executives (n =11), league administrators (n = 2), sponsors (n = 2), NSO administrators (n = 5), and athletes (n = 7). Secondary data from 106 online articles were collected to triangulate the interviews. Data was analysed using the extended case method (Burawoy, 1991) and the Gioia methodology (Gioia et al., 2012). Guetzkow's U (=.029) was calculated, suggesting high coding reliability (Weingart et al., 2004).

Findings demonstrate the importance of human capital complements, which exist when ecosystem actors derive complements from the shared investment in human capital. In the NPF, many organizations cooperated to share the cost of athlete development while extracting their own type of value from athletes' performance. Other strategy theories overlook human capital complements and instead focus on human capital as a "make or buy" decision. The existence of human capital complements suggests advantages to sharing human capital investment that may exist in other contexts. However, human capital complements also cause multilateral interdependencies, which make organizations susceptible to the failure or change occurring outside of their immediate environment. For example, the NPF and its partners became dependent on the Olympics and many partnerships will fail when Softball leaves the Olympics after 2021. In sum, leagues built as human capital ecosystems pursue development activities that would be too costly for actors otherwise, but they are haphazard and inconsistent compared with government-led systems.

Keywords: *Athlete development, Professional leagues, Human capital, Ecosystem theory*

Sport and social entrepreneurship in the base-of-the-pyramid: The institutional work of refugees and a refugee-led organization in Uganda

Mitchell McSweeney (York University)

Social entrepreneurship has garnered increased attention from scholars in a number of disciplines, especially international development (Bruton, Ahlstrom, & Si, 2015; Hall, Matos, Sheehan, & Silvestre, 2012; Kolk, Rivera-Santos, Rufin, 2014) and to a growing degree, sport management (Bjärsholm, 2017; Svensson & Seifried, 2017; Svensson & Hambrick, 2019). Responding to recent calls within institutional theory and sport management (Mair & Marti, 2009a; Svensson, Andersson, Mahoney, and Ha, 2019), and premised on the argument that social entrepreneurship may offer social and economic opportunities to people in base-of-the-pyramid markets (Mair & Marti, 2009b), in this research, institutional work is employed to study a refugee-led organization in Uganda that blends social entrepreneurship with sport programming.

The purpose of this study is to explore the institutional work of a nongovernmental organization in Uganda that utilizes sport for the purposes of supporting refugees in a number of areas, including becoming self-reliant, engaging in business and livelihood activities, and promoting gender rights. This study was approached from a constructivist paradigm given that the theoretical concept of institutional work suggest institutions are constructed, maintained, and disrupted through the intentional action of people interested in influencing arrangements for their interests (Lincoln & Guba, 1985; Nite & Nauright, 2020). To address the purpose of this research, a case study participatory action research (PAR) methodology was implemented (Park, 2001). Focus groups, semi-structured interviews, and observations were conducted over a three-month span from June-August 2019 with 39 participants, including staff (n=9) and program users (n=30).

Following specific coding techniques outlined by Saldaña (2009) and by the frameworks of social entrepreneurship (Austin et al., 2006), institutional work (Lawrence et al., 2011), and preliminary patterns discussed with participants, data analysis revealed three overarching themes, including: the use of sport microfinance savings groups to fill institutional voids; social entrepreneurship work by refugees to build social and economic value; and experimentation work to disrupt gender norms.

Findings underscore the way in which sport and social entrepreneurship relationally work to create, maintain, and contest interrelated institutions, in particular institutionalized poverty and gender. Discussion is presented which expands theoretical and practical knowledge on the institutional work and practices of individuals and organizations acting innovatively to contest institutional arrangements. This presentation expands theoretical and practical understandings of how (1) less-powerful actors (e.g., those identified as poor) and (2) actors within low-income countries (e.g., Uganda) engage in entrepreneurship and innovation to seek solutions for development issues such as poverty alleviation and gender inequalities.

Cricket's financial ashes: A model of economic dependency

Robbie Millar (Sheffield Hallam University), Dan Plumley (Sheffield Hallam University), Rob Wilson (Sheffield Hallam University), & Geoff Dickson (La Trobe University).

England and Australia are at the forefront of international cricket, both are founding members of the International Cricket Council (ICC) and makeup two of world cricket's 'Big Three', alongside India (Siddiqui, Yasmin & Humphrey, 2019). The purpose of this study was to critically examine the financial performance and economic dependence of county cricket organisations affiliated to the England and Wales Cricket Board (ECB) and the six-state cricket associations affiliated to Cricket Australia (CA). Within these federated networks, the national cricket organisations provide grants or financial distributions to their affiliated members. However, the level of this financial support varies considerably between countries.

The literature on cricket finance remains sparse. Two previous studies of note have both focused on English cricket (Plumley, Wilson, Millar & Shibli, 2019; Shibli & Wilkinson-Riddle, 1997). Shibli and Wilkinson-Riddle (1997) found that English domestic cricket clubs are heavily reliant on annual grant income from the ECB. Two decades later, Plumley et al. (2019) found that county cricket organisations were still reliant on ECB funding, with only one of the 18 domestic counties being profitable without the grant income.

Data for this study has been obtained from the annual accounts of the 18 domestic county clubs in England, the ECB, the six state associations in Australia and CA from December 2014 until June 2019. The analysis undertaken used industry standard measures of financial analysis to replicate past studies in the area.

Results revealed that Australian state associations financially outperform their English counterparts. The Australian state associations have higher revenues, higher profits and better defensive position. Collectively, the English counties receive 28% of their annual revenue from the ECB grants. By comparison 57% of Australian state associations' annual revenue is from CA grants. The counties and state associations will remain financially viable if the ECB and CA can continue to provide these annual grants. Of greater concern, is what happens to the counties and state associations if the governing bodies come under financial pressure. At present, CA outperform the ECB financially, and overall, both are in sound financial health. However, the financial impact of Covid-19 is likely to have a considerable impact on both governing bodies. There is likely to be a substantial reduction in broadcasting and commercial revenue as matches are cancelled or played behind closed doors. This income generates the revenue that is ultimately given to the domestic counties/associations. The ECB and CA are facing difficult financial decisions, which will impact both international and domestic forms of the game. The financial structure and distribution mechanism will be vital in safeguarding the future of some of England's and Australia's most important cricket organisations.

Keywords: *Financial Health, Governance, Cricket.*

Determinants of the Carbon Footprint of German Swimmers

Ann-Marie Muehlbauer (SUNY Cortland) and Madeleine Orr (SUNY Cortland)

The current climate situation is placing our planet and future generations at risk, lending to the urgency to combat climate change and conduct research to support this effort (Orr & Inoue, 2019; McCullough, et al., 2020). One important opportunity for mitigating climate change within the sport sector is to calculate the carbon footprint of active sport participants, such that strategies for reducing the overall carbon footprint of sport can be devised (Chard & Mallen, 2012; Dolf & Teehan, 2015; Wicker, 2018; Wicker, 2019).

This study examined the environmental attitudes and practices of swim club members in Germany. The study had three goals: First, to calculate the total and partial carbon footprint of German swimmers; second, to understand how sport organizations induce participants to engage in pro-environmental behaviour; and third, to analyse various factors associated with carbon footprint, such as age, environmental consciousness, gender, level of education, income, and famous athlete's environmental behaviour.

An online questionnaire was conducted, which led to 470 complete responses of German swim club members between the ages of five and 76. The results of this study showed that a club's environmental practices increase athletes' internalization of the club's values (Tajfel & Turner, 1985; Mael & Ashforth, 1992). Once this internalization takes place, athletes are likely to adapt their environmental attitudes to align with the club's values, but not their behaviour. Results also indicate that age, environmental consciousness, gender, and educational level influence environmental attitudes. The individual's income had no effect.

These results advance the research on environmental impacts of sport, particularly by focusing on active sport participants of all ages, including child participants, and considering the influence of pro-environmental behaviour of swim clubs on the environmental practices and attitudes of their athletes. The results of this study may be used to incentivize sport clubs to adopt environmentally sutainable practices as a means of influencing the attitudes of their athletes, with a view of ultimately creating positive change.

Keywords: *Climate change, carbon footprint, pro-environmental behaviour, active sport participation, swimming.*

Environmental Justice: Sport, Recreation, Physical Activity, and Health

Jessica R. Murfree (University of Louisville) & Brian P. McCullough (Texas A&M University)

The current state of the natural environment and determine causes resulting in climate change are taking on a more prominent focus specific to its interplay with sport. In the study of sport ecology, the bidirectional relationship between sport and the natural environment (McCullough, Orr, & Kellison, 2020), environmental justice is provided as one area of research that falls under this emerging subdiscipline. To that end, environmental justice seeks the "fair treatment and involvement of all people" (EPA, 2020) regardless of their class, national origin, income, ethnicity or other segmentation in order to develop, implement, and enforce environmental laws, regulations, and policies equally. Despite McCullough et al.'s recognition and inclusion of environmental justice in sport ecology, few researchers have explored the topic as it relates to the business of sport and much less the resulting impacts on the ways environmental injustices impact the ways people interact with sport, recreation, and physical activity (Collins & Grineski, 2008; Sze, 2009; Wallace, 2012). Thus, the purpose of this presentation is to present the state of the current literature to examine the convergence of sport, recreation, and physical activity and environmental justice. We explore the origins of these injustices as a result of the business sector and conversely how environmental injustice impacts the sector from the perspective of (would be) participants in sport, recreation, physical activity, and the consequences of these injustices on a variety of levels (i.e., individual, community, society).

Although the sport industry has long used its visibility and influence to enact positive social change, sport simultaneously accentuates social disparities that exist across geographic, racial, and socioeconomic bounds. Communities historically defined by these demographic factors have also been subject to environmental injustices caused by sport (Billaudeau et al., 2011; Kanters et al., 2013). For example, the high concentration of large-scale sport facilities and events in urban areas inordinately displaces lower socioeconomic populations (Sze, 2009) and exposes those communities, largely minority, to air pollution (Paulin & Hansel, 2016), and heat stress (Chapman et al., 2018). Additionally, sport's urban expansion intensifies the realities of climate change in these lower-wealth communities of colour. Increasing temperatures and predisposition to events of extreme weather forces these communities to invest more in insurance, electricity, and basic necessities (Frosch et al., 2009). Undoubtedly, sport is not exempt from the consequential feedback loop of societal inequalities. Because sport is also impacted by the natural environment, the inverse effect of this bidirectional relationship would consider how environmental injustices impact sport. For example, residential segregation on the basis of race and socioeconomic status in the United States has long been considered a determinant of disparities in the location of open spaces, and opportunities for recreation and physical activity (Duncan et al., 2012), which are further impacted by air pollution (Cunningham et al., 2020).

While this presentation will discuss environmental injustices in developed countries that manifest as a result sport and also impact sport, we seek to provide positive solutions to current and impending environmental issues as a result of climate change through proactive climate action in and through sport (i.e., United Nations Sustainable Development Goals). Future research and practical implications and applications will be discussed.

Keywords: *Sport Ecology, Environmental Justice, Social Justice, Climate Change, Pollution.*

Optimizing social media engagement:
A longitudinal examination of professional sports teams' posts

Michael L. Naraine (Brock University, St. Catherines, Canada), & Jordan T. Bakhsh (University of Ottawa, Ottawa, Canada)

Introduction & Literature Review: Users spend hours on social (media) each day, leading to hundreds of millions of monthly active platform users (Kemp 2020). In previous endeavours, social has provided an opportunity for scholars to examine intersections with fandom (Blaszka et al., 2012), sponsorship (Delia & Armstrong, 2015), stakeholders (Naraine & Parent, 2016), and engagement (Yan et al., 2019). Such scholarship has led to the advancement of Achen's (2019) social media framework. However, while this framework elicits how interaction and consumption can predict engagement, two challenges are present. First, for one to interact, they must first consume, suggesting a sequential sequence rather than the posed simultaneous sequence. Second, while the *why* (Larkin & Fink, 2016), *what* (Abeza et al., 2017), and *whom* (Naraine, 2019) of social media engagement have been explored, the *where* and *when* have received considerably less uptake. Accordingly, the purpose of this study was to examine social media posts for professional sports teams to determine effective where and when predictors of engagement.

Methods & Results: Facebook, Instagram, and Twitter (FIT) posts ($n = 108,124$) from four professional sports teams were collected through a social media analytics platform. For each post, time stamps, platform, consumption (i.e., impressions), and interactivity (i.e., likes, shares/RTs, comments) were collected. Data of each team were analysed using a two-step regression. First, a multiple linear regression analysis was conducted to predict consumption from where (i.e., platform) and when (i.e., month, day, time of day) variables. Second, a regression was conducted to predict interactivity from consumption. Results from the two-step regression analysis indicated that month, time of day, and Instagram positively predicted consumption, while Twitter negatively predicted consumption, which, subsequently, significantly predicted interactivity.

Discussion & Conclusion: These findings help advance Achen's (2019) framework by first demonstrating the sequential sequence of consumption to interactivity, and second, by filling the "missing links" of *where* and *when* for effective social media engagement. Such findings show the front end of fan engagement in the social space, prompting scholars to consider the impacts of time and platform, and encourages practitioners to rethink posting on Twitter, the least engaging of the FIT. The work demonstrated here provides practitioners greater awareness of how they can effectively garner social media engagement, using *where* and *when* tools they can control.

Keywords: *Social Media, Time Analysis, Optimization.*

What Do Internal Sport Stakeholders Really Value In Their Relationships?

Joseph Nolan, Caroline Riot, & Jason Doyle (Griffith University, Australia)

Sport organisations operate in a dynamic and complex environment characterised by an extensive list of varied stakeholder groups (Westberg et al., 2017). These stakeholders represent the foundation upon which sport is built and are integral to the delivery and overall success of individual sports. Relationship quality has a strong impact on the satisfaction, performance and retention of individuals involved in sport (Gould, Greenleaf, Guinan, & Chung, 2002; Jowett, Shanmugam, & Caccoulis, 2012; Storbacka, Strandvik & Grönroos, 1994) and therefore increasing the strength of stakeholder ties is crucial. Despite stakeholder relationships being an influential predictor of a sport organisation's long-term success (Dervitsiotis, 2003; Henisz, Dorobantu, & Nartey, 2014), the need for improved measurement of relationships within the sport context (Finnegan, McArdle, Littlewood, & Richardson 2018; Wäsche, Dickson, Woll, & Brandes, 2017), as well as the need for future research to explore a wider array of interactions (Wäsche et al., 2017) from multiple stakeholder perspectives (Fassin, 2012; Junghagen, 2018) has continually been identified in recent years. This study aimed to address these gaps by exploring the most significant elements of relationship quality within the sport context from multiple stakeholder perspectives.

Qualitative focus group interviews featuring the following five internal primary stakeholders: athletes, coaches, officials, club administrators and management of State Sport Organisations (n = 49); were undertaken to investigate what different stakeholders' value in regard to their relationships with other groups. Through the utilisation of purposive sampling, 21 different sports were represented across ten group discussions with a relatively even spread between individual (n = 11) and team (n = 10) sports. Through the use of thematic analysis, key elements of stakeholder relationships were identified. Communication and open dialogue were cited as the most important factors contributing to overall relationship quality between an array of stakeholder groups with both the frequency and transparency of communication having a significant impact on relationship perceptions. When elaborated upon further, the significance of open dialogue was found to be connected to feelings of being valued and heard. When such communication appeared to be limited or missing within a relationship, the subsequent value placed on that relationship by stakeholders was greatly reduced.

This study, through providing insights into the relational perspectives of a number of sport stakeholders at one point in time, has addressed a substantial gap in the literature. The findings have showcased the significant impact that communication has on the quality of stakeholder relationships in sport and has further highlighted the need for sport organisations to strategically utilise open dialogue to enhance their interactions with different groups. This research represents a significant step in improving the measurement and management of stakeholder relationships in future.

Making room for the researcher in a reconfigured focus group setting

Stephen O'Grady (Bond University)

The purpose of this paper is to present additional insights into the utilisation of focus groups as a research method in sport management, based on the development of a cultural peer role during a research study.

While investigating the role of sport in the integration process for women with refugee experiences, the researcher observed a potential obstacle during research design. As a middle-aged, white, male in a researcher role in Australia, the question of participant recruitment emerged as a challenge to be considered. Power relations are inherent to research structures including focus groups, where the facilitator is often a perceived authority figure (Merriam et al., 2001). It was anticipated that this power dynamic could eventuate with the male researcher as facilitator of focus groups involving females from cultures associated with patriarchal societal norms (Watkins et al., 2012). This dynamic could limit participation levels, inhibit descriptions of sport experiences, and undermine the production of a rich dataset.

To address this perceived challenge, the researcher investigated how the focus group method could be adapted to secure his position in the data collection process while also ensuring the process was effective and productive. He commenced a series of sport volunteer roles in the refugee support space to build rapport and trust with the broad refugee community (Crabbe, 2006; Wilson & Musick, 1997). He engaged with a cultural sponsor who acted as a gatekeeper to refugee communities, while also guiding and advising the researcher on protocols around research sites, cultural sensitivities, recruitment processes and framing question lists for focus groups.

The most significant result of these discussions was the creation of a cultural peer role, which became a central part of the research method (Gibbs, 1997). In this role a female with refugee experiences was positioned between the researcher and research participants. Along with their key mediation task, the cultural peers also organised and facilitated focus groups while bringing their own cultural sensitivities and personal involvement with sport to the discussion. A social setting was created where the cultural peer could lead focus groups with confidence and conviction while the researcher sat nearby (sometimes virtually) – a welcome elephant in the room (Hammersley & Atkinson, 1983).

The critical thinking which informed this work was guided by Bourdieu's practice theory (Bourdieu 1986; Bourdieu & Wacquant, 1992), insider/outsider theory (Merton, 1972; Naples, 1996) and key concepts of action research (McTaggart, 1991; McArdle & Reason, 2008). The position and perceived power of the researcher as an outsider was explored (Kerstetter, 2012), leading to the active involvement in the research process by the cultural peer and, by extension, the focus group participants. A review of how the research space was framed also generated an opportunity to incorporate the perspectives of women with refugee experiences into the research design (Carr & Kemmis, 1986; Collins, 1986), enabling their diverse and unconsidered insights as outsiders within the Australian sport space to be recorded and analysed. The paper concludes with discussion of the five focus groups successfully facilitated by cultural peers from Afghanistan, Somalia, Iran, Rwanda and Sudan.

Social Inclusion, Reconciliatory Action and the Gold Coast Commonwealth Games: exploring outcomes for Indigenous Australian women?

Michelle O'Shea (Western Sydney University), Hazel Maxwell (University of Tasmania), Megan Stronach (University of Technology Sydney)

This research examines the social significance of a major sporting event, the 2018 Gold Coast Commonwealth Games (GC2018), specifically through the development and implementation of a Reconciliation Action Plan (RAP). For the purpose of this research social inclusion is conceptualised as the process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged because of their identity (World Bank Group 2019).

From the GC2018 event's inception, reconciliation action planning was a key underpinning. Commonwealth Games partners, including Indigenous Elders, developed the first Reconciliation Action Plan (RAP) delivered by a major Australian sport event. Accordingly, through a qualitative content analysis of documents available in the public domain and drawing on Bailey's (2005, 2008) Social Inclusion framework based on four social inclusion dimensions—spatial, relational, functional, and power, we consider if and how, through the activities associated with the RAP, inclusion was encouraged and enabled for Indigenous women. That is, answering the research question 'how successful was the GC2018 RAP in encouraging the inclusion of Indigenous women?'

Referencing spatial inclusion employment, procurement, sports participation, education, language and cultural awareness initiatives through Games organisers/ partners enabled a space for Indigenous women. In connection, dedicating material and other resources contributes to legitimising the importance of a centring on Indigenous women's health and wellbeing.

Relational inclusion was enabled through opportunities for 'cultural belonging'. Showcasing Aboriginal and Torres Strait Islander culture, art and languages promoted the knowledge and expertise of female Indigenous artists. Female Indigenous athlete ambassadors brought attention to the sport and life achievements of these leaders. Their profile provided an important context for Indigenous girls and women to emulate and model their successes which are less frequently celebrated in the public domain.

Functional inclusion was facilitated through skills and leadership development. Opportunities for Indigenous business and trainee programs were especially valuable for women. Notably, a number of Indigenous female-owned and managed organisations were involved in the delivery and management of these education programs.

Finally, a commitment to enabling the voices of Indigenous and non-Indigenous people was noted. Prioritising Indigenous women's voices and providing opportunities for the women to develop their agency is consistent with other research findings illuminating important connections between Indigenous women's empowerment and increased opportunities for sport and physical activity (Stronach, Maxwell & Taylor 2015; Maxwell, O'Shea & Stronach 2019; Stronach, Maxwell, & Pearce 2019).

The study findings offer a context in which to consider how future large-scale sport events might best encourage inclusion outcomes for Indigenous women and Australia's first peoples more broadly. This understanding might usefully inform RAPs and activities in other sport event and sport organisation contexts.

Keywords: *Social Inclusion, Reconciliatory Action Plan, Gold Coast Commonwealth Games, Indigenous Australian women*

"Women in Sport Roadshow": exploring partnership approaches to creating sport opportunities for girls and emerging women

Michelle O'Shea (Western Sydney University), Hazel Maxwell (University of Tasmania) and Nicole Peel (Western Sydney University)

This research explores how stakeholder organisations (Local council, National and State sport organisations, community organisations, private sport providers and schools) come together as a network providing girls and adolescent women with opportunities to participate in sport and physical activity. Using Social Capital theory as a conceptual framework and focusing on linking social capital, the research seeks to understand how a series of sport events, i.e. a 'Sport Roadshow', draw on social bonds to improve sport and physical activity outcomes in a local government area, in Sydney Australia. Through hosting free sport and health-focused events (with a 'have a go philosophy') during and after school, the program in its third year of operation provides a safe, aspirational context for girls to try new sports and engage with positive female sporting role models. This goal is especially relevant to the targeted social and economically disadvantaged community, which has low levels of physical activity and involvement in structured sport, particularly among younger and adolescent girls.

A Social Capital framework has been utilised as it focuses on the effects and consequences of human sociability and connectedness and their relations to the individual and social structure (Tzanaki 2013). Accordingly, social capital's underlying premise is how the relationships between people have the capacity to facilitate action and outcomes through generations of goodwill, trust and reciprocity (Hoye & Nicolson 2009). Specifically, Woolcock (2000, p.17) conceptualise 'linking social capital as the relationships people have with those in power'. Conceived of and manifesting as 'norms of respect and networks of trusting relationships between people who are interacting across explicit, formal or institutionalised power or authority' (Szreter and Woolcock 2004, p.655).

An emerging body of scholarship continues to explore the intersections between sport, social capital and disadvantaged groups and communities. It is here that we further situated our investigation and in part draw on Bourdieu (1984) conceptualising how social capital is connected with social relationships either with an individual or a group. Significantly, these relationships grant access to resources and so it is the amount and quality of those resources which shape social capital outcomes.

By investigating how at the meso level, organisations, involved in the "Women's Sport Roadshow" partner to redress barriers and constraints to adolescent girls and emerging women's sport participation (Cavallins, Bennie and George 2019). Conversely, through these identified network relationships the research in progress also illuminates how in complex ways opportunities and outcomes are locked for this cohort of girls and emerging women.

Our research in progress extends current understandings of the characteristics of social capital developed through stakeholder partnerships including resources, access and group goods aimed at impacting communities (Darcy et al. 2014; Edwards et al. 2012) and redressing barriers and constraints to girls and emerging women's sport participation.

Keywords: *Networks, Social Capital, Sport, Girls and Emerging Women*

Expected and experienced social impact of host residents during the 2019 Rugby World Cup: A panel data approach

Daichi Oshimi (Tokai University) Shiro Yamaguchi (University of Marketing and Distribution Sciences), Takayuki Fukuhara (Hokkaido University of Education) Marijke Taks (University of Ottawa)

This study compares residents' expected versus experienced social impact of a major sport event. Before an event is hosted, residents can only anticipate their possible experiences because the event has not yet occurred. As such, they can only guess what they believe the event's positive and negative impacts (i.e. expected social impacts) might be. Thus, associated benefits/costs are weighted based on what they think will happen, which in turn will inform their positive/negative attitude toward the event. The expectancy theory (Vroom, 1964) explains the concept by describing the persons' cognitive expectations (Feather, 1990) as well as emotional dominant expectations (Gnoth, 1997) as predictors of consumer behaviour. On the other hand, residents can evaluate (real) social impact (i.e. experienced social impacts) post-event based on their lived experience during the event. This is explained by the social exchange theory, which posits that people evaluate subjects based on cost-benefit analysis (Ap, 1992). The purpose of this study is to evaluate the influence of pre-post social impact on resident's viewing behaviour and event support intention through panel data (same sample in pre-post events), thereby making a clear distinction between expected and experienced social impact. The event under investigation is the Rugby World Cup 2019, hosted in Japan from September. 20 – November. 2, 2019.

Tokyo residents participated in an Internet-based survey conducted by a Japanese Internet research service company. The data collection took place August 2019 for the pre-event period (three months before); and March 2019 for the post-event (four months after). Stratified sampling based on demographic variables (gender and age groups) from the Population Census of Tokyo was performed to establish a representative view of the 617 participants (successful response rate: 98.7%). Social impact was measured using a previously developed scale using 20 items, representing six predetermined factors: "social cohesion," "community spirit/feel good factor," "social capital," "sport participation and physical activity," "disorder and conflict," and "feelings of (un)safety" (Authors, 2017). Scale validity and reliability were acceptable for each point of data collection (CFI =.972 – .975, RMSEA =.053 – .057, SRMR = .047 – .053).

The logistic regression results indicate that "community spirit" and "sport participation and physical activity" have a significant positive association with the viewing behaviour (Nagelkerke R2=.369), while the multiple regression results in the post-event period indicate that in addition to the "community spirit" and "sport participation and physical activity", "social capital" had a significant positive association with event support intention (R2=.772) . The current research sheds light on the role of expected and experienced social impacts on residents' behaviour and intention in the major sporting event context. The fact that anticipated/experienced emotional impact (i.e. social cohesion) play a significant role to predict residents' behaviour/ intention, are in line with previous research showing the effectiveness of anticipated positive emotions on the human decision-making process (Perugini & Bagozzi, 2001). Furthermore, it re-confirms the significance of emotional elements to predict sport consumer behaviour (Kim et al., 2017).

Keywords: *Expected social impact, experienced social impact, panel data approach, Rugby World Cup 2019*

National Paralympic sport policy interventions and contexts influencing a country's Paralympic success: A realist-informed conceptual framework

Aurélie Pankowiak (Victoria University), Hans Westerbeek (Victoria University), Camilla Brockett (Victoria University) & Veerle De Bosscher (Vrije Universiteit Brussel)

The Paralympics Games are increasing in competitiveness as more countries seek top medal outcomes. In response, governments are focusing on the development and implementation of effective national sport policies/systems to optimise Paralympic success. While frameworks, such as the Sport Policy factors Leading to International Sporting Success framework (De Bosscher et al., 2006) and the Success Resource framework (Digel, 2002), have advanced our understanding of national elite sport policy in relation to a country's sporting success, they focused on Olympic sport. Disability and Paralympic sport studies suggest that current frameworks may not adequately inform policy in the Paralympic domain (Dowling et al., 2017; Patatas et al., 2018). Additionally, there is an emerging focus in the sport policy literature on the need to account for the context within which sporting systems are embedded (De Bosscher et al., 2016; Henry et al., 2020; Pawson, 2006). However, there is no framework that integrates national elite sport policy interventions with contextual influences. Therefore, the aim of this research was to identify key national Paralympic sport policy interventions influencing a country's Paralympic medal outcomes and contextual factors influencing these interventions. The purpose of this study was to inform the development of a conceptual framework of national elite sport policy and program effectiveness in relation to Paralympic success, to inform research and evaluation of national elite Paralympic sport policy.

This exploratory qualitative study was informed by a realist perspective on policy effectiveness, and by the social relational and human rights models of disability. Twenty-three semi-structured interviews were conducted with national Paralympic sport managers from the United Kingdom, Australia, France and Canada. Data was collected and analysed using an inductive-deductive reasoning to identify thematic patterns and relationship between interventions and contextual factors.

Findings confirm that while some existing national Olympic sport policy interventions are also important for Paralympic success, there are unique parasport-specific processes and policy interventions. Two policy interventions unique to Paralympic sports included: integration of disability-specific and Paralympic sport knowledge in the sporting system; and a national framework for Paralympic athlete classification. Contextual factors influenced all policy interventions and were found at the individual level (e.g. coaches' assumptions towards people with disabilities), the organisational level (e.g. level of inclusion within a mainstream sport organisation) and the infrastructural level of society (e.g. policies, social policies, anti-discrimination laws).

The resulting realist-informed framework can guide researchers on how to account for the influence of the social embeddedness of sport policy effectiveness in both the Paralympic and Olympic domains. Achieving top medal success at the Paralympic Games drives national sport policy makers to find a competitive edge. Tailoring policies both to the specificities of the Paralympic domain and to the country's contextual influences on sport policies, could allow countries to increase policy effectiveness, potentially increasing their competitive advantage.

Pacific Sport for Development: Local Perspectives on Program Partnerships
*Sam Penfold (University of Hertfordshire), Katherine Raw (Western Sydney University),
Claire Jenkin (University of Hertfordshire), Emma Sherry (Swinburne University of
Technology)*

The discussion surrounding the role and influence of inter-organisational partnerships has gained momentum within sport for development (SFD) literature over recent years (e.g., Hayhurst & Frisby, 2010; Svensson & Hambrick, 2016; Clutterbuck & Doherty, 2019). Within this field, an important concept that is growing traction amongst scholars is one known as 'organisational hybridity', whereby multiple organisations from a range of alternative fields seek to work together to achieve mutual objectives (Svensson, 2017; McSweeney, Kikulis, Thibault, Hayhurst & Van Ingen, 2019; Raw, Sherry & Rowe, 2019). However, studies in this field have often focused upon SFD partnerships based in high income contexts, and as a result, scholars have called for more insight into the perspectives of those based in low to middle income countries (Raw et al., 2019; Svensson, Andersson, & Faulk, 2018; Welty Peachey, Cohen, Shin, & Fusaro, 2018). Consequently, the aim of our research project was to examine an SFD hybrid from the perspectives of those based in low to middle income countries. In particular, we sought to examine how participants perceived the benefits and limitations of partnerships and understand how participants thought this could potentially be improved upon.

The context for this research was a SFD initiative led and managed by organisational partners in a high-income country (Australia), and conducted and implemented by organisational partners in two low to middle income countries in the Pacific (Fiji and Vanuatu). Data were collected via 11 semi-structured interviews with staff and managers whose involvement in the initiative ranged from day-to-day program delivery to overseeing the SFD initiative. This data was then analysed using thematic analysis procedures.

Preliminary results indicated that there were a number of benefits associated with partnerships, including increased organisational capacity, positive attitudinal changes from program beneficiaries, and high levels of co-education participation. In addition to the benefits associated with SFD beneficiaries, secondary actors such as local volunteers, staff and organisations were also thought to benefit. Further, findings highlighted the importance of the organisations working together in the pursuit of common goals. Specifically, partners worked to each other's strengths, as the local sporting organisations were stronger with practical delivery, while NGOs assisted with reporting, monitoring and evaluation. However, participants also explained that poor communication, restricted funding, and a lack of longterm objectivity from organisational partners were all limitations within this organisational arrangement. Participants suggested that there could be improvements in inter-organisational communication, funding, and sustainability via increased program duration. It was also evident that participants were looking for ways to bring in more local staff and capacity, but the previously discussed limitation of funding restricted their ability to do so. While analysis is ongoing, our preliminary results support the notion that local communities and agents should be at the epicentre of development projects (Schulenkorf, 2016; Keane et al., 2019), and hence, reinforces calls for more research into the perspectives of those based in low to middle income contexts. Full analysis and recommendations will be ready to present at the conference.

Sport Event Ticket Type Preference in a Forced E-Ticket Environment

Nels Popp (University of North Carolina), Jason Simmons (University of Cincinnati) and Danielle Smith (University of North Carolina)

Nearly all major sport events provide the option of allowing spectators to enter a facility through the use of scanned digital tickets via smartphone application. While the advantages of digital ticketing are numerous for sport organizations and venue managers, sport consumers are not always as enthusiastic about new technology adoption (Burns, 2019; Davidson, 2016; McKinney, 2018). Few prior academic studies have empirically investigated fan preferences regarding mobile ticket delivery type and usage (Bauer et al., 2007; Marquez et al., 2020) and none have examined ticket holder attitudes in a forced adoption context. Forced mobile-only ticket buying in the transportation industry has led to negative perceptions of both the ticket buying process and the ticket provider, which is only mitigated with optional personal interactions with ticketing staff (Reinders et al., 2008). In their study of train ticket buyers, Reinders et al., (2015) suggest forced self-service technology (SST) adoption can lead to negative evaluations of the technology because it "leads to reduced perceptions of freedom of choice and increased levels of feeling manipulated" (p. 191), despite the conveniences and efficiencies SST provides. Prior research in e-ticketing among airline and train passengers has also suggested forced SST adoption produces negative future consumption intentions and a higher likelihood of switching to other providers, as well as a higher likelihood of sharing negative opinions with other consumers (Feng et al., 2019; Reinders et al., 2008). In addition, with nearly all sport consumer technology adoption studies, an examination of the role of age on end user preference is notably absent. Despite evidence that age plays a significant role in technology adoption (Meyer, 2011; Morris & Venkatesh, 2000), most studies examining the phenomenon within the sport fan consumption literature have either not examined age, despite collecting the data (Kim et al., 2017; Popp et al., 2018), or have utilized samples restricted to student populations (Ahn, et al., 2014; Ha, et al., 2017; Kang et al., 2015). The purpose of the current study is to investigate fan preferences for ticket type delivery when attending an event in a forced e-ticket environment and to examine how preference is impacted by age of consumer, as well as impact on future consumption intention.

To conduct the current study, the research team partnered with administrators from a major U.S. NCAA Division I university conference to conduct fan surveys during the league's football championship game. E-tickets were required to attend the contest, played in a neutral site NFL stadium. The current study employed mixed methods data analysis. A total of 1,821 respondents provided complete ticket preference and demographic data suitable for analysis. Although all fans were required to use mobile tickets for the championship event, 29.6% indicated a preference for traditional paper tickets while 48.3% preferred e-tickets, with younger patrons more likely to prefer the digital option. No significant difference [$F(2, 1584) = 0.892$, $p = .410$] related to future consumption was found between those preferring hard tickets and those preferring etickets. An analysis of qualitative responses revealed five primary themes for hard ticket preference: (a) ease of use, (b) souvenir, (c) reliability, (d) lack of technology, and (e) preference. Five primary themes supporting e-ticket preference were also uncovered: (a) convenience, (b) simplicity, (c) familiarity, (d) paperless, and (e) security. Implications from these results for both practitioners and academics will be discussed.

Keywords: *mobile ticketing, digital ticketing, e-tickets.*

Fun in Youth Rugby

Gary Putt (Auckland University of Technology), Lesley Ferkins (Auckland University of Technology), Michael Naylor (Auckland University of Technology)

Fun is the primary reason youth participate in sport (Cowburn & Foster, 2006; Visek et al., 2015) and lack of fun the primary reason children and youth drop out of a sport (Crane & Temple, 2015, Kelly & Carchia, 2016). Sport New Zealand and five New Zealand National Sport Organisations (rugby, cricket, football, hockey and netball) have developed an initiative to emphasise fun and skills development for youth sport participants (Sport New Zealand, 2020). Understanding factors that influence fun in the youth sports experience will inform policy and practice like this (Eime et al., 2014), as well as the design of modified sports based on rugby.

There has been considerable debate around the conceptualisation of fun as a psychological construct. An exclusive definition of fun has not evolved (Wankel, 1997). However, a single definition of fun may not be important. As Jackson (2000) poses "Everyone knows what fun is, right?" (p. 138). Hopple (2015) suggested that children may differ in factors that are important for them to have fun and that the importance of these factors is difficult to predict. Visek et al. (2015, 2018, 2019) undertook a detailed study on fun factors in youth sport and their respective importance in soccer in a small region of the United States. Visek et al. (2015) found 11 fun-dimensions and 81 fun-determinants. Limited research so far has focussed on factors that reduce fun in youth sport. The Visek et al. (2015, 2018, 2019) studies point to a range of interesting questions for future studies. Are the results of the Visek et al. study transferrable to other sports and countries? What factors reduce fun in youth sport? Are some of the 'fun-determinants' identified by Visek et al. more important to some participants than to others?, If so, can participants be segmented based on fun factors and sports delivery customised to meet their needs?

The overall purpose of this research was to examine the construct of fun in the context of youth rugby in New Zealand. The first part of the research aimed to understand the place of fun amongst the reasons youth play rugby. Next, the core elements of fun in youth rugby were identified. Positive and negative fun factors – and their respective importance - were also explored. Distinct segments of youth sport participants based on perceptions of fun factors were identified. Finally, a novel model for 'Fun in Youth Rugby' was proposed.

The research used a pragmatic mixed-methods approach. The qualitative part involved group interviews and thematic analysis to explore perceptions of fun in youth rugby. Both positive and negative factors were explored. Thirteen boys, age 13-16, took part in this part of the study. In the quantitative part, a questionnaire was used to collect data on the importance of fun facilitators and fun inhibitors, along with demographic and other psychographic data. 527 boys age 12- 17 took part in this part of the study. The data were analysed to identify the importance of the fun facilitators and inhibitors. T-tests and cluster analysis were used to find groups of players and differences in how they view the importance of fun facilitators.

The study contributes to what is known about fun in youth sport. This study generated evidence suggesting that fun is the number one reason male youth play rugby. The study then identified the core components of rugby that are the 'fun' for youth playing rugby: Physical Contact, Ball Play, Brotherhood, and Game Highlights. It is proposed that where a player's intrapersonal profile is aligned with these core components of the game, they have fun playing rugby. This proposal aligns with Crawford, Jackson and Godbey (1991) Hierarchical Model of Leisure Constraints, which proposes that an individual's intrapersonal profile affects what they think they like or do not like, their preferences and whether they choose to participate or continue in a sport. It is also proposed that experiencing frequent Game Highlights may reinforce an individual's belief in their competence, mastery and self-skills of their intrapersonal profile, thus increasing their motivation to continue in a sport. This proposal aligns with Competence Motivation Theory which sets out that an individual's perception of their competence influences their decisions to participate in a sport, and that perceived competence associated with successful performance is critical in continued motivation to participate (Harter, 1981). These findings and proposals have implications for sport delivery, design and modification.

Keywords: *Fun, Sport participation and dropout, Sport management, Sport Motivation, Modified sports.*

COVID(e) and Conquer: How Sport Management Education is Adapting to COVID-19

Ashley Ryder (Ohio State University), Derek Walton (Ohio State University), Evan Davis (Ohio State University), and Donna Pastore (Ohio State University)

The COVID-19 pandemic has created a number of significant challenges worldwide within the realm of higher education (Rapanta et al., 2020). As institutions of higher education begin to reopen, online and hybrid classes are being offered at a higher rate than before (Govindarajan & Srivastava, 2020). As higher education continues moving forward amidst COVID-19, it is anticipated there will be an increase in blended learning strategies which combine the assets of face-to-face and online modalities in a complimentary manner to make learning meaningful for students (Beckem & Watkins, 2012; McGee & Reis, 2012; Osguthorpe & Graham, 2003). Similarly, active learning strategies that allow students to seek new information and explain it to others through student centred teaching are expected to become more prominent within an institutional curriculum (Allen & Tanner, 2005; Bransford et al., 2000; Kim, 2020; Mishra, 2020). If adopted appropriately, blended learning allows for universities and colleges to be more flexible and agile, allowing schools to swiftly adjust to changes in a cost-effective manner (Oakley, 2016) – which was ever so important in the most recent and quick change to remote learning amidst COVID-19.

However, the effectiveness of blended learning is dependent upon proper course design, communication, and facilitation of the instructor (Garrison & Archer, 2000; McGee & Reis, 2012). Thus, proper planning, execution, and communication on behalf of the instructor are critical factors to effectively incorporate blending and active learning into any type of classroom (e.g., virtual or face-to-face). Therefore, the purpose of this presentation is to discuss how to incorporate blended and active learning strategies through a variety of course delivery methods (e.g. distance, hybrid, face-to-face) within sport management curricula and further discuss the implementation of these strategies as higher education continues to operate in the era of COVID-19.

Keywords: *Sport management education, COVID-19, blended learning, active learning*

Anatomy of an NHL scandal: Exploring public response to Brendan Leipsic's leaked conversation through the lens of cancel culture and masculinity

Daniel Sailofsky (McGill University)

On May 6th, 2020, photos from a private group conversation between Brendan Leipsic of the Washington Capitals, his brother Jeremy of the University of Manitoba Bisons, and several others was leaked on social media. In the conversation, Brendan Leipsic made vulgar, misogynistic comments about women in general and about other hockey players' girlfriends and wives, as well as comments mocking his teammates and other players in the NHL. Following both the release of the conversation and the dismissing of both Leipsic brothers from their respective teams, many people took to Twitter explain their thoughts on Brendan Leipsic's remarks, the conversation in general, and the subsequent decisions from the Capitals and the University of Manitoba. Public response was far from unanimous, with some users expressing anger or disgust regarding the conversation and approval of the consequences to the players, others found that the response to his comments were exaggerated given the content of the conversation, or that his punishment was disproportionate and unfair. This study analyses nearly 1000 Twitter replies to the Leipsic scandal, and explores how these responses are shaped by questions of accountability, acceptable behaviour, legality, privacy, and hockey culture. Contrasting responses to both the scandal and the institutional response to it are emblematic of larger contemporary divides in terms of 'cancel culture' and hegemonic and inclusive masculinities, also demonstrating the complexity of these constructs.

Keywords: *Hockey, Cancel Culture, Twitter, Masculinity, Social Media*

The effect of Rugby World Cup 2019 on residents' psychological well-being: A mediating role of psychological capital

Shintaro Sato (*Waseda University*), Keita Kinoshita (*University of Ottawa*), Minjung Kim (*University of Mississippi*), Daichi Oshimi (*Tokai University*), Munehiko Harada (*Waseda University*)

Residents' well-being has been a primary concern especially for tourism policy makers who strive to use the power of sport event tourism (Yolal, Gursoy, Uysal, Kim, & Karacaoğlu, 2016). Several studies suggest that residents' impact perception of sport events (i.e., economic, social, and environmental impacts; Chen, Gursoy, & Lau, 2018) as the origin of quality of life and wellbeing (Al-Emadi et al., 2017; Kaplanidou et al., 2013; Lin, Chen, & Fileri, 2017). However, the psychological processes underlying the relationship between mega-event impacts and the wellbeing of the local community has been limited. To enrich the explanation of the relationship, the authors examined a mediating role of psychological capital – a positive psychological state focusing on individuals' strengths and full potential, consisting of hope, confidence, optimism, and resilience (Luthans, Avey, Avolio, Norman, & Combs, 2006). The current study aimed to examine the relationships among residents' impact perception of 2019 Rugby World Cup (i.e., economic impact, cultural interests & new opportunity, community pride, and environmental impact), psychological capital, and psychological well-being by using the bottom-up spillover theory (e.g., He, Su, & Swanson, 2020).

The two-wave time-lagged data were collected from residents in the host cities by assistance from a Japanese online research panel company. The authors employed stratified online sampling methods based on three strata (i.e., geographic location, gender, age) to make the sampling frame as similar as the population of the target cities based on each city's public record. The first data collection was implemented in a following week of the event (Time 1; N = 578). The second data collection was conducted eight weeks after the event (Time 2; N = 206). Event impact and psychological capital were measured in Time 1, and psychological well-being was measured in Time 2 to assess the causal relationship among the constructs. The results of the structural equation model indicated that residents' perceptions of event impacts were positively associated with psychological capital, which in turn influenced psychological well-being over time. Economic impact was indeed important, whereas cultural interests as well as community pride were considered more influential in enhancing residents' psychological well-being. The findings are useful for policy makers who plan to use mega events to boost residents' psychological well-being.

Together, the current research used the two-wave time-lagged data to extend the theoretical relationship between event impacts and well-being by incorporating psychological capital. Economic, socio-cultural, and environmental impacts derived from mega-events can be effective in encouraging residents to be more hopeful, confident, optimistic, and resilient. This research highlighted that such positive functioning among residents in the host communities is the important factor, connecting the relationship between event impact and psychological wellbeing. However, the findings from the current study are limited to residents in a single country. Detailed managerial and theoretical implications will be discussed in the presentation.

Conceptualising Natural Resource Integration in Sport Management – The Case of COVID-19

Herbert Woratschek (University of Bayreuth), Jan Schönberner (University of Bayreuth), Chris Horbel (Norwegian School of Sport Sciences), Bastian Popp (Saarland University), Markus Buser (University of Bayreuth)

Resources are considered as a basis for competitive advantage and are commonly positively connoted. Actors integrate resources to co-create value. But what if the integration of a resource would lead to negative consequences? Actors would simply avoid integrating that resource. However, as the current pandemic shows, resource integration is not always a deliberate decision. The COVID-19 virus, a natural resource, leaves actors in all parts of society, including the sport industry, no choice. The virus is present and the consequences are massive, as industries, including the sport industry, had to face a complete shutdown. In the sport management literature, neither resources are adequately classified, nor resource integration as a precondition of value co-creation is discussed sufficiently to explain such phenomena as the COVID-19 crisis. Addressing these gaps, our conceptual and exploratory paper aims to deepen the understanding of resource integration and its consequences for value co-creation in sport management. To do so, a conceptualisation of resource integration, specifically including natural resources, is proposed.

Since resources are manifold, classifications are essential to advance theoretical understanding of resource integration as the basis for value co-creation (Hunt, 2002). Resources can be classified as financial, physical, legal, human, organisational, informational, relational (Hunt & Derozier, 2004), and natural resources (Woratschek, Horbel, & Popp, 2020). Resources are provided and used in exchange processes between different actors to receive benefits. Natural resources constitute a special case, as they are provided by an actor without agency and actors with agency can access them without contracts or permission (Woratschek et al., 2020). How the specific characteristics of natural resources and their integration by other actors affect the outcome of their integration for value co-creation is so far largely unexplored.

The proposed conceptualisation of resource integration in the sport industry is based on the adaptation of the resource classification by Woratschek et al. (2020) to the context of sport management. The conceptual framework takes an actor perspective, whereby a differentiation is made between actors with and without agency. This allows to further differentiate between voluntary and involuntary resource integration by these actors. As a final element, the outcomes of resource integration are included in the conceptual model, as both voluntary and involuntary resource integration can lead to positive or negative co-created value for specific actors.

While the proposed framework provides a detailed understanding of resource integration at the micro-level, we demonstrate that this has consequences for value co-creation at all levels of aggregation. The COVID-19 crisis affects individual sport actors (micro-level), sport organisations and platforms (meso-level), and the entire sport industry (macro-level). This research makes the following contributions: First, we provide a detailed classification of resources in sport management. Second, we extend the concept of resource integration both by adding natural resources and involuntary resource integration. Third, we highlight the potential of resource integration to have both positive and negative consequences for sport actors at all levels.

Key words: *Resource Integration; Natural Resources; Value Co-creation; COVID-19*

Examining athletes' leadership skills development and transfer from sport into business

Or Sela, Daniel Plumley, Rob Wilson (Sheffield Hallam University)

Aim
This paper examines the role of sport in offering experiences that enable the development and subsequent application of leadership skills in business focusing on former professional basketball players and business managers in Israel.

Theoretical Background and Literature Review
Transferable skills are general skills that are context and content free (Wiant, 1977). Within the context of sport, transferable skills are those acquired through sport which can be applied in non-sport domains. In recent years, the demand and interest regarding performance excellence principles have grown significantly. Likewise, the demand in the business world for transferring those principles from elite sport has increased. Thus, business organisations are becoming aware of the power of "learning through metaphor" as well as the fact that life skills are universal, regardless of culture and domain (Fletcher, 2011).

Some studies have examined this aspect in the context of high school sport (Carson & Gould, 2010; Voelker, Gould, & Crawford, 2011). However, such findings appear limited as participants have only recently left high school and have not had enough time to implement the skills acquired during high school and apply them in other domains at various life stages (Kendellen & Camire, 2017).Thus, there is a gap in the literature here for a study such as this one that focuses on participants that have had longer experiences in business and leadership settings post their sporting careers.

Methodology
Individual semi-structured interviews were conducted with nine male participants (Mage = 65.0). Participants were engaged in professional basketball careers on both national and international levels. Upon their retirement participants have worked in business and/or are pursuing business careers. Our research utilises a six-step deductive thematic analysis using the conceptual model for life skills interventions developed by Hodge, Danish, & Martin (2013).

Results and Discussion
Participants discussed how they believe they developed leadership skills during their professional basketball career and subsequently applied in business many of the leadership skills theorised to be associated with the basic psychological needs. Three higher-order themes of autonomy (e.g. self-control), competence (e.g. coping with stress), and relatedness (e.g. consideration of other's feelings) comprising 15 lower-order themes were generated from the data. The findings illustrate the leadership skills included in the LDI/BNT LS model (Hodge et al., 2013) that the participants reported they learned during their sport careers and subsequently transferred to the business setting.

Conclusion, Contribution, and Implications
Our study offers empirical evidence consistent with the notion that the leadership skills developed in sports can be transferred and applied in business domain. The findings advance our understanding of sports as a development setting by offering concrete examples of both development and application of specific leadership skills provided by the same participants. Linking development in sports and application in business is such a manner demonstrates substantial influence sports experiences can have in the lives of business managers long after their playing days are over.

Keywords: *Sport, Skill Transfer, Sport Business, Leadership, Life Development Intervention*

Understanding Club and Regional Sport Organizations' Attitudes to Diversity

Alida Shanks (Massey University), Sarah Leberman (Massey University), Geoff Watson (Massey University), Farah Palmer (Massey University)

What role does gender diversity play in regional and club level sport organizations? This paper presents insights into the gender make up of leadership roles in sports organizations at a regional and club level and the attitudes towards gender diversity, including an intersectional approach, of those in these leadership roles.

There has been a gradual acceptance of women's participation in sport, which has seen growth in women's participation on the field across most sports over the last 30 years both internationally and in New Zealand (for example Burton & Leberman, 2017; Hoeber & Shaw, 2019). However, this has not been matched with women in leadership roles off the field (for example Adriaanse, 2019; Burton, 2015; Burton & Leberman, 2017; Hoeber & Shaw, 2019). Gender diversity does not exist for most sports at a national, regional or local club level, on boards, in senior management or in club committees. The lack of gender diversity has persisted despite initiatives both within sport and wider business communities.

Hoeber and Shaw (2019) note that most research in this space has focused on international and national governing bodies. There has been limited research at the local club and regional governance level internationally in Canada (Adams & Stevens, 2007; Bradshaw, Murray, & Wolpin, 1996; Mair, 2009) and Europe (Hovden & Pfister, 2006; Sijsord, Fasting, & Sand, 2017; Wicker, Breuer, & von Hanau, 2012). This research will contribute to the international literature and the gap in knowledge by examining the situation of women in leadership roles at a regional and club level in New Zealand.

The initial findings of a quantitative survey of those currently in leadership roles at a regional and club level, using football (soccer) as a case study, will be discussed. The survey is adapted from a nationally representative survey to reveal New Zealanders' attitudes to gender diversity conducted by Kantar New Zealand. The survey will provide, for the first time in sport, a breakdown of the gender make up at a regional and club level, and provide insights into the attitudes on gender diversity of those in these organizations, and what steps, if any, they believe their organization could be taking to be more gender diverse.

An integrated framework drawing on Connell's (2002) four-dimensional gender relations framework, Shaw and Frisby's (2006) fourth frame, and Blithe's (2019) Communicative Constitution Organization lens, will be used to organise and analyse the data.

Understanding the benchmark data and the attitudes towards gender diversity of those in leadership roles will assist regional and club sports organizations in identifying what steps need to be taken to address the lack of gender diversity.

Keywords: *Diversity, Gender, Community Sports Organizations, Football/Soccer*

Minority in a Minority: The Lived Experiences of Marginalized Athletes in Wheelchair Rugby

Claudia Silva, Aysa Martinez, Brooke Sons, Cinthia Cuevas, & Michael Cottingham
(University of Houston)

Intersectionality in sport is not a new idea. Points at which race, class, gender, sexual orientation, and ethnicity join together can create conflict and isolation (Dagkas, 2016). These areas of conflict and categorizations, in turn, can result in macroaggressions (Gearity & Metzger, 2017) and make players feel ostracized in their teams and in their sports (Anderson & McCormack, 2010). Numerous studies have examined the challenges athletes face, including those who can identify in duel minority status.

However, almost completely absent in the literature related to intersectionality and marginalized athletes is disability and disability sport. This is concerning because by many metrics, athletes with disabilities are already substantially marginalized (Hums, Moorman, & Wolff, 2003). Athletes with disabilities are of course not homogeneous. Still, there is a dearth of research on intersectionality and diversity in disability sport. Only two studies have explored women's experiences in male dominated disability sports (Cottingham, Hums, Jeffress, & Lee, 2018; Hargreaves & Hardin, 2004) and one study that explores the theory of intersexuality from a feminist frame with a focus on woman (Seal, 2012). In short, no studies have explored issues of ethnicity, sexual orientation, faith, or other forms of marginalization, and not enough research has been conducted on women's views.

This study intends to begin addressing this issue by conducting research on minority groups within the minority group of disability sport, particularly quad rugby. The United States Quad Rugby Association (USQRA), the governing body of wheelchair rugby, has acknowledged there is a diversity issue within the league. Despite significant representation of women and African Americans among those that acquire spinal cord injuries (NASC), athletes of racial minorities and women are underrepresented in wheelchair rugby, and few if any male athletes publically state they a re members of the LGBTQAi community. Discussions at the USQRA Annual General Meeting in 2018 focused on in part, diversity in the league. The league requisitioned research to explore diversity and acceptance within the league and this project represents a portion of this research. Thus, the purpose of this study is to examine the experiences and perspectives of wheelchair rugby athletes who self identify as members of at least one additional minority group. Findings will help provide insight on members of minority groups and their experiences within the league.

IRB approval has been received and data collections will occur at two wheelchair rugby tournaments in December. Athletes from 25 of the 48 teams will be interviewed. This will provide us an effective representative sample of the league as the selected teams are diverse in geography and demographic makeup through city and community representation. An exploratory qualitative research design will be utilized to gain a n in-depth knowledge of lived experiences (Merriam, 2009). Interview questions were developed with disability sport practitioners to provide face validity (Hardesty, & Bearden, 2004). Data will be fully transcribed and analyzed by March 2020 per the agreement with the funding agency.

Exploiting Behavior Bias in Sport Gambling Markets

Kevin Krieger (University of West Florida), Justin Davis (University of West Florida), & James Strode (Ohio University)

Market efficiency is an integral underlying assumption in sports gambling markets. It is generally accepted that these markets operate similar to traditional financial markets in that information asymmetry will be reflected in market pricing as informed and uninformed actors ultimately create equilibrium (Sauer, 1998). However, similar to traditional financial markets, there is a constant search by investors (bettors) to gain an informational advantage and exploit existing market inefficiencies. One of the main streams of literature in the area of sports gambling markets focuses on this identification of market asymmetry or other informational advantages. Findings in this stream of literature have been mixed, at best, with most studies identifying short-term inefficiencies or historical inefficiencies that cannot be practically applied.

This study examines the influence of bettor behaviour in sports gambling markets and the resulting creation of exploitable betting opportunities for patient bettors. Specifically, we build on past research on the behavioural bias as a predictor of bettor behaviour and explore how this behaviour can result in market inefficiencies.

A number of studies have explored the role of recency bias and hindsight bias in bettor decision-making behaviour (e.g., Fodor et al., 2013). Simply put, recency bias is the notion that individuals are more apt to remember events that have occurred in the recent past as opposed to something that occurred in the more distant past. Hindsight bias occurs when individuals view the outcomes of a recent event to have been more predictable than it actually was, impacting future decision-making. Both of these perspectives work together to create an overreliance on past information. This theoretical foundation is a particularly relevant concept in conditions of high uncertainty or lack of information, such as in sports betting markets. Naive bettors may simply rely on a recent team's success in a contest as a predictor for the subsequent contest. There is a multitude of bettor behaviour studies that lend insight into how cognitive biases lead bettors to make illogical wagers. Vergin and Scriabin (1978) introduced the point-spread theory, where bookmakers hold deliberate biases, such as an affinity for the team in their location, in developing a point spread. In a study on NBA seasons, Woodland and Woodland (2015) tested favourite-longshot bias, a theory where bettors favour the underdog over the favourite as a simple heuristic-based decision. Their results indicated that the larger the point-spread, the more likely the bettor will choose the underdog. Thus, cognitive biases can work collectively to subconsciously influence individual behaviour. These biases skew the integrity of an efficient market and can provide insight into how to detect these inefficiencies.

Using data from National Football League games taking place between 2007-2019, we developed a metric comparing games through point spreads and actual points scored, utilizing data from the previous game played. In using this metric over thirteen seasons, the data indicates that early bettor decision-making is erroneously influenced by the recent performance of teams. This early bettor bias creates profitable betting opportunities for the more prudent, patient bettor. Our findings confirm the need for additional research examining the influence of psychology and behavioural biases on individual decision making and how these factors can influence market efficiency. Full data analysis, including the use of the metric and examples of how this metric was used to exploit market inefficiencies will be presented at the conference.

Keywords: *Market Efficiency, Behavioural Bias, Sports Gambling, Decision Making*

Bricolage as a Key to Innovation for Resource-Constrained Sport for Development Organisations

Per Svensson (Louisiana State University), Fredrik Andersson (Indiana University Purdue University), & Blake Patrick (Louisiana State University)

A growing number of researchers have engaged with various elements of social entrepreneurship in the context of sport for development (SFD) (e.g., Cohen & Welty Peachey, 2015; Hayhurst, 2014; McSweeney, 2020; Svensson, Andersson, & Faulk, 2020). Broader literature on social entrepreneurship posits that the complexity of today's societal challenges requires organisations to develop and foster new innovations if sustainable solutions are to be achieved (Phillips et al., 2015). A growing number of studies have focused on innovation in the SFD space and suggest that the innovation in this context depends on the capacity of an organisation (Svensson, Andersson, Mahoney, & Ha, 2020). Unfortunately, extant literature suggests many SFD agencies face significant resource constraints (Clutterbuck & Doherty, 2019; Svensson et al., 2018; Welty Peachey, 2019). Therefore, the purpose of this study was to examine if resourcefulness may enable a SFD organisation to develop and implement social innovations within resource scarce environments.

In particular, our research starts from the vantage point that social innovation depends deeply on the extent to which a social venture has sufficient resources for achieving their goals (Shier et al., 2019). Prior management research points to resourcefulness as a critical skill for any entrepreneur or manager (Powell & Baker, 2014). Organisations where employees engage in creative resourcing are able to make do with what they have to work with, supporting the concept of entrepreneurial bricolage (Davidsson et al., 2017). Our analysis was guided by bricolage theory, which is associated with the work by Baker and Nelson (2005) who defined the construct as the ability of "making do by applying combinations of the resources at hand to new problems and opportunities (p. 333)." In other words, bricolage is positioned as the ability of organisations to find ways to work with what they have by creatively recombining existing resources for new purposes.

We analysed data from a newly collected international data set of SFD organisations from across six continents. Surveys were submitted by 183 organisations. Entrepreneurial bricolage was measured through Davidsson et al.'s (2017) nine-item scale. Additionally, Shier and Handy's (2015) 12-item instrument was used to measure three different types of social innovations. A set of control variables were also included such as budget size, number of paid staff, geographical location, organisational age, along with program foci.

Preliminary results from our analysis suggest entrepreneurial bricolage explains a significant amount of variance in social innovation above and beyond what is explained by the control variables. Bricolage appears particularly important for product-focused and socially transformative social innovations in SFD. We believe our research on bricolage in SFD can help to further develop and extend existing management and organisational theories with an explicit emphasis on the role of resources to the fast-evolving field of SFD. The implications of our findings are of particular importance during the current pandemic, which has exposed the significant underfunding and resource challenges in SFD (Donnelly et al., 2020).

Keywords: *Sport-for-development, Innovation; Social Entrepreneurship, Resourcefulness, Bricolage*

"The AFLW has given me back something I thought I'd lost" - How the AFLW fan space has welcomed back the lost voices from the stands

Kasey Symons (Swinburne University of Technology)

2020 marked the fourth season of the national Australian Rules women's competition (AFLW) and the second 'season' of the AFLW themed radio show, *Kick Like a Girl* on Melbourne's independent radio station, *Triple R,* hosted by journalist Kate O'Halloran.

During the broadcast, a segment titled, *Voices from the Stands*, presented by award-winning documentary maker, Kirby Fenwick, showcased the fan experience at various AFLW matches during the 2019 and 2020 seasons. Fenwick interviewed fans about what they loved about the AFLW competition and women's football. The answers provided by a number of fans at the games gave interesting insights not just to how the game was perceived, but also pointed to intriguing ideas of self-identity and fandom in the elite sports fan space (Klugman, 2009).

Recurring themes from fans expressing feelings of now being considered welcome or safe at the game, as well as sharing stories of having 'come back' to football after being disillusioned or excluded by the culture of the men's competition were common. These fan narratives highlight an immerging fan space in professional, women's Australian Rules football that is counter to the established men's game and historical male-dominated fan culture (Dixon, 2015, Jones, 2008, Light & Wedgwood, 2012). This is a space where those who felt previously marginalised by the hegemony of the traditional fan culture now feel welcome, included and even celebrated in this alternative space.

This paper analyses the narratives collected by Fenwick, as well as additional fan writing that has emerged since the inception of the AFLW through publicly accessible online blogs and fan writing platforms. These narratives bring to light a different subsect of fans from the previous research on women fans of elite men's sports that identifies that some women perform a fan version of themselves that will see them become more accepted in the space (Montez de Oca & Conter, 2018).

It also brings to light another unique audience for managers and marketers to consider that engages with women's Australian rules football that we are yet to see considered in broader marketing campaigns and advertising as the national women's competition (as well as other women's sporting leagues) connects with a significantly more diverse audience than young girls who now have elite pathways to play the game.

Keywords: *Sports fandom AFLW Women in Sport Fan loyalty Fan narratives*

Rethinking Indigenous Sport Research: A review of literature to guide future research with and for communities

Chelsey Taylor, Emma Sherry, Adam Karg & Andrew Peters (Swinburne University of Technology)

Since the early 2000's the narrative of sport and Indigenous communities has evolved, mostly through both heroic stories and stories of racism surrounding Indigenous athletes (Gorman, 2010; 2012), and the use of sport-focussed programs and initiatives, particularly within Australia, targeting Indigenous or Aboriginal and Torres Strait Islander communities (MacNiven et al., 2019). Aligned with these programs, scholarly enquiry published to date has spanned sport for development (Schulenkorf et al, 2016), Indigenous physical activity and sport program reviews (Macniven et al, 2017; 2019), athlete narratives and history (Phillips & Osmond, 2018; Gorman, 2012) and industry reviews on social impacts, sport and culture (Taylor et al, 2015). This growth of research within the Indigenous sport space requires a more holistic and expansive representation, in particular with regards to important qualitative elements pertaining to social impacts (Whittemore & Knafl, 2005). The purpose of this integrative review is to understand, synthesize and reconceptualise the breadth of Indigenous research globally undertaken in the context of sport.

Utilising an integrative review allows for rigorous review and synthesis of scholarly work in the field (Schulenkof et al, 2016). Our integrative review follows the five-step process from Whittemore and Knafl (2005) to identify the problem, conduct the search, as well as data evaluation, analysis and presentation. The boundaries of the review focusses on peer-reviewed journal articles, published between 2000 - 2020 using key words 'Sport' NOT 'Transport' and 'Indig*', 'Aborig*' and/or 'Torres Strait'. The search process used of databases 'SPORTDiscus and Scopus. This search returned 928 studies. After initial screening and full text reviews using inclusion/exclusion criteria but multiple researchers, 101 studies were deemed relevant for extraction.

Descriptive findings build on historiographic reviews (Phillips & Osmond, 2018) and outcome-focussed systematic reviews (MacNiven et al., 2017; 2019) to provide an assessment of the journals of publication as well as the geographic/location and sport contexts within Indigenous sport research to date. Further, results provide analysis of frameworks and methodologies to report on the cultural appropriateness and safety of research with Indigenous communities. The presentation will specifically seek to leverage past analysis to advance discussion on how researchers can integrate Indigenous methodologies moving forward to ensure safe and culturally appropriate praxis within sport management research.

Key Words: Indigenous; Aboriginal and Torres Strait Islander; Integrative Review

Exploring New Careers for Women in Semi-Professional Team Sport

*Tracy Taylor (Victoria University), Hunter Fujak, (Deakin University), Clare Hanlon,
(Victoria University) & Donna O'Connor (University of Sydney)*

A widening array of sport governing bodies recognise the value of extending their competitions to include a women's professional league. Women athletes who previously played their sport for little or no payment are now vying for equal/equitable opportunities, remuneration and resourcing (Andersen & Loland 2017; Hendrick, 2016; McLachlan, 2019; Rowan, 2017); improved employment security (Willson et. al., 2017); better media coverage (Musto et al., 2017; Sherwood et al, 2017) and the option to play professionally domestically and internationally (Agergaard, 2017). In evidence, Australian football (soccer), basketball, netball, cricket, rugby league and Australian rules football have established leagues for women, and collectively, athletes therein are amongst the best-paid in the world (Sherry & Taylor, 2019).

While it is generally accepted that women entering into playing careers in traditionally male sports face unique and complex interactions of opportunities and challenges (Morgan & Taylor, 2017), research in this area is sparse. This study aimed to understand the personal, organisational and societal barriers and supportive practices and measures of players entering into inaugural semi-professional in team sport employment. Our research question was: 'what are the barriers faced by, and support provided to, women entering into a new career in semi-professional team sport?'

To answer this question, we surveyed players (*N*=46) contracted for the 2018 National Rugby League (NRL) Women's Premiership (Australia and New Zealand) at the end of the first playing season about their experiences with the new league. We then conducted semi-structured interviews with players, coaches, and managers/executives (*N*= 22). These conversations were essential in teasing out the challenges and opportunities experienced in these newly constituted player career pathways and the 'professionalisation' of the women's game.

Our data analysis showed that players were highly intrinsically motivated, and excited to be part of the initial NRL women's rugby league competition. Paying players increased the club's expectations of performance, however, players did not view their remuneration as sufficient to cover associated training, travel, playing and community commitments. Consistent with other developing semi-professional female leagues (Pink et al., 2018), we found that when comparing the extrinsic rewards of semi-professionalism to the relative increase in performance expectations, the latter increased quicker than the remuneration offered to players to meet these raised expectations. With players noting higher remuneration expectations for future seasons, the league's 'honeymoon' period surrounding pay structure may prove to be short lived.

The support (or lack thereof) of family and employers was identified as a factor for consideration. Players with childcare responsibilities were a significant demographic cohort, as were players who retained full time employment outside the sport. Players noted the positive team culture, and high degree of support they received from coaching staff (interpersonal support). However, perceptions of organisational support were less universal, with a significant distinction and although the playing season was short, the need to balance other paid employment and/or study, and childcare arrangements, was a major source of player stress

Policies and practices with the greatest positive impact for the women players included: child-care provision, development of an inclusive team and club culture, and providing coaching, training and support specifically tailored to meet women's needs. Future research that explores other sport leagues would add value and knowledge to research and practice, as experiences may differ across sports and have regional and/or culturally specific contexts.

Systematic approaches to reviewing literature for sport management graduate students: Learning opportunities and experiential sharing

Georgia Teare (University of Ottawa) Kerri Bodin (University of Ottawa) Jordan T. Bakhsh (University of Ottawa), Marijke Taks (University of Ottawa).

Reviewing literature on a particular line of inquiry is standard practice for any research project (Creswell, 2014). For young researchers and higher degree by research students, a thorough review of the literature is necessary to understand the state of their chosen field, and to identify key knowledge gaps to address in theses and dissertations. Ultimately, affording them the opportunity to advance theoretical, methodological, and empirical contributions in the sport management academy. While necessary, these reviews of the literature are not often clearly replicable or systematic (Creswell, 2014; Whittemore et al., 2014). There are, however, other types of reviews of literature that can be drawn upon by graduate students as learning tools and to provide guidance for major projects such as doctoral dissertations. These types of reviews, titled with the umbrella-term of "systematic reviews" take a systematic, replicable, and rigorous approach to reviewing the academic (and sometimes non-academic) literature on a particular topic (Grant & Booth, 2009; Teare & Taks, 2020; Whittemore et al., 2014). Moreover, these systematic reviews are useful in interdisciplinary fields such as sport management, that integrate concepts and theories from a wide range of parent and sub-disciplines (Teare & Taks, 2020). Thus, the purpose of this presentation is to describe different types of systematic reviews in relation to the pros and cons for an interdisciplinary field such as sport management, with a particular emphasis on the benefits and challenges of each type of review for enhancing learning for sport management graduate students.

The presentation will begin with a discussion of the different types of systematic reviews (e.g., systematic review, meta-analysis, scoping review; Grant & Booth, 2009), highlighting the types of reviews that have been used in recent years in the sport management literature. This discussion will also include the steps required in conducting each type of review, giving particular consideration to the challenges of conducting reviews on interdisciplinary topics (Teare & Taks, 2020). Each specific type of systematic review has a different approach taken to achieve a different purpose (Grant & Booth, 2009). The common element of these systematic review types is that each type of review takes a systematic, rigorous, and replicable approach to identifying articles to be included in the review and how the information is extracted from each article (Grant & Booth, 2009; Teare & Taks, 2020; Vassar et al., 2016). The presentation will then conclude with a discussion around the presenters' experiences conducting systematic types of reviews as graduate students and the benefits and challenges they faced. The presenters will also offer suggestions for current and future sport management graduate students in conducting systematic types of reviews.

Keywords: *Literature Review; Systematic Review; Graduate Student; Learning Opportunity*

Being social means living with abuse: Australasian media framing of online abuse in sport

Ashleigh-Jane Thompson (La Trobe University) and Sarah Wymer (La Trobe University)

Arguably, social media are now an integral part of modern sports, uniquely changing the relationship between the fan, sports organisations, and athletes. Despite literature highlighting the benefits to athletes of developing and maintaining a successful online presence, there are negative issues associated with its use. Of note is the increasing level of online abuse that athletes (and their wider social networks) are exposed to. The IOC argues that all athletes have a right to engage in 'safe sport', free from non-accidental violence through harassment (Mountjoy et al., 2016). The IOC has gone so far as to extend the 2007 IOC Consensus Statement on Sexual Harassment and Abuse in Sport, making explicit mention of the 'cyber-based mechanism' that perpetrators use.

As issues related to the abuse of athletes, and others within the sports industry, become an increasingly significant issue, and despite evidence that 'dark' behaviours occur within the digital space, there remains limited research exploring this in detail (Kavanagh & Jones, 2016; Kavanagh, Jones & Sheppard-Marks, 2016). Existing research on media framing of key social issues in sport has focused on child sexual abuse, racism, and gender equity. However, academic studies have largely overlooked the media's framing of online abuse in sport. As Entman argues (1993), journalists employ framing by selecting various aspects of a preconceived reality, thereby making them more salient through the selection, emphasis, and exclusion of information. Importantly, framing can define problems, promote moral judgements and causal interpretation, suggest solutions and maintain status quo (Entman, 1993). Thus, news frames help to establish meaning through inclusion, emphasis and exclusion, shaping public understanding and influencing policy.

To explore the way mainstream news media outlets in Australia and New Zealand frame discussions around online abuse in sport, a convenience sample of press articles were obtained from the ProQuest NewsStream database from the past three years. This study will employ a qualitative document analysis (QDA) methodology which highlights "the nature and significance of power in the mass media and popular culture and the process of the social construction of reality, defining the situation and social control" (Altheide, Coyle, DeVriese, & Schneider, 2008, p. 133).

While this research is in progress, the presentation will discuss the findings and implications. Specifically, we will illustrate the forms of (online) abuse and behaviours related to virtual maltreatment evident within media coverage and explore the media portrayal of victims and perpetrators of this abuse. It is important to examine how these issues are discussed within mainstream media to understand how it might frame public opinion, debate and action.

Keywords: *Social media, online abuse, framing, sport media*

The perceived societal responsibility of major sport organizations during the Covid-19 pandemic

Tim F. Thormann (Bielefeld University) & Pamela Wicker (Bielefeld University)

The Covid-19 pandemic and the resulting lockdowns can be considered an unforeseen external shock to the sport system. During these days, the societal responsibility of sport organizations was constantly mentioned by sport officials, politicians, and the media (German Football League, 2020). Nonetheless, initial market research indicates that the actions of some sport organizations were considered critical by the German population (Nielsen, 2020). Corporate social responsibility (CSR) as broad concept for societal responsibility was previously studied in various contexts, including professional sport teams (Walzel et al., 2018), major sport events (Babiak & Wolfe, 2006), and sport federations (Walters & Tacon, 2011). Most studies applied stakeholder theory to examine the CSR activities as perceived by various important stakeholders (e.g. Lacey & Kennett-Hensel, 2016) and set a strong focus on activities within the community (Rowe et al., 2019). However, the society itself as one of the main stakeholders was largely neglected. Therefore, this study examines how the German population perceived the activities of three sport governing bodies, i.e. German Football League (DFL), Union of European Football Associations (UEFA), and International Olympic Committee (IOC) during the Covid-19 pandemic through the lens of CSR. Furthermore, this study analyses the individual characteristics that influence the perceived CSR of these organizations. The empirical evaluation is undertaken with survey data from a representative sample of the German resident population (n=1000). Perceived CSR is measured with a scale reflecting its five-dimensional nature (Montazeri et al., 2017). Regression analyses are run with a CSR index as dependent variable and measures for socio-demographics, consumption capital, involvement, sport participation, and sport interest as independent variables. The results reveal the CSR of the IOC is perceived as significantly lower than that of the DFL and UEFA. Regression results show that women evaluate the activities as more positively than men and spectators with frequent consumption of games and competitions of those organizations award higher CSR scores. The findings of this study indicate that large parts of the population are less interested in sport and its activities during a crisis such as the Covid-19 pandemic. Hence, sport organizations should be careful not to overestimate their role in society. Since the population did hardly differentiate between sport organizations in general and football organizations in particular, sport managers should enhance the effectiveness of CSR actions by creating more differentiated perceptions in the population. This is especially important among those who do not consume their competitions. Moreover, this study serves as a starting point for further empirical evaluation of CSR activities.

Sport Industry Technical Report: An Experiential Learning Project

Derek Walton (The Ohio State University), Ashley Ryder (The Ohio State University), Shea Brgoch (The Ohio State University), Evan Davis (The Ohio State University), Donna Pastore (The Ohio State University)

A technical report is a tangible product that can be used to convey a variety of different findings such as the progress of an ongoing activity, research results, an overview of a particular industry or field, and/or the evaluation of a current phenomenon which is often divided into segments, allowing readers to access different levels of information (Blake & Bly, 1993; Prance, 2010). Currently, the importance of a well-written technical report is emphasized in other fields, such as engineering, primarily for the purpose of developing the ability to articulately convey information (Blake & Bly, 1993). However, little is known about the impact technical reports can have on student learning in the field of sport management education.

During the 2020 Summer semester, COVID-19 prohibited many sport management students from obtaining or keeping previously secured internships within the sport industry, ultimately impacting students' ability to fulfill the required internship course credits. More so, the sport management program and supervisors recognized the value of the internship process as it provides students the opportunity to engage in practical and applied experiences to prepare for entering a competitive job market upon graduation (Brown et al., 2018; Lee et al., 2016; Schoepfer & Dodds, 2011). In order to provide students with a similar experience, a technical report project was created within a sport management curriculum as a non-traditional internship option for students who were seeking valuable experiential learning.

Experiential learning is a "process through which knowledge is created through the transformation of experience" (Kros & Watson, 2004, p. 283). Furthermore, Conley (2008) suggests that experiential learning involves student discovery, processing, and application, and reflection. Therefore, during the non-traditional internship option, students were required to complete 180 hours of research activities related to how a chosen aspect of the sport industry has responded to COVID-19 and how that same area should act in the future. During this process, students discovered what was happening in their sector of the sport industry, processed the effects of COVID-19, created an action plan for moving forward, and reflected upon their experiences with developing the technical report. As such, the purposes of this presentation are three-fold: (1) describe the implementation of a technical report project during COVID-19 in an undergraduate sport management course, (2) assess student learning outcomes within the nontraditional internship course, and (3) discuss feedback and recommendations for the nontraditional internship (i.e. technical report project) for future implementation in sport management courses.

Keywords: *Experiential Learning, Technical Report, COVID-19, Internship, Sport Management Education.*

The Athlete Advantage: The sport meso-environment and human capital resource emergence

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Sport has the power to shape, save, and destroy lives. To some, sport is a vehicle to upward mobility. To others, it is a channel for building networks, community, and social connections; testing the limits of human physical potential; plotting, adjusting, and executing strategy; engaging in physical activity; witnessing art unfold; or vicariously experiencing epic battles. As a powerful medium for personal and societal development and experience, this context is often inappropriately considered an independent variable within academic research, when in actuality there is a spectrum of sport experiences as diverse as the participants themselves. As the global landscape of sport evolves, it is critical for managers to understand the holistic effects of sport participation. This sport-personal experience nexus has broad implications in the management of sport as these effects can be enhanced, promoted, and extended, or minimised, forgotten, and limited. The purpose of this research was to study the impact of competitive athletic participation on life after sport and how the sport meso-environment impacted these effects.

This research adds to the literature in several significant ways. First, there are tremendous discrepancies relative to the cited effects of collegiate athletics participation ranging from positive academic experiences and career benefits (e.g. Chalfin et al., 2015; Weight et al., 2018) to a lack of time for holistic development and difficulty adjusting to life after sport (e.g., Lally & Kerr, 2005; Smith & Hardin, 2018). Previous studies that have assessed large samples of former athletes have been quantitative in nature and lacking in nuance inherent to personal sport experiences (Gallup, 2016; NCAA, 2015). Through researching a large sample of former athlete interviewees, we add to research on the effects of athletics participation by gathering rich accounts of the athletic experience context *and* the effects of these experiences. Additionally, although much is known about the human capital experiences of coaches and administrators (Bozeman & Fay, 2013; Cunningham & Sagas, 2002; Cunningham et al., 2001; Sagas & Cunningham, 2005), less is known about athletes' experience or ability to leverage human capital. Finally, this study extends Ployhart and Moliterno's (2011) multilevel model of human capital resource emergence to include individual-level capital amplification based on the athletics meso-environment and transferable athletic skills, which Ployhart and Moliterno (2011) referred to as Knowledge, Skills, Abilities, and Other Attributes (KSAOs).

We pursued this research through semi-structured interviews with $n = 215$ former United States college athletes through chain referral sampling beginning from 18 researchers in order to encourage a broad, rich, diverse, and representative sample. Interviews lasted 30-90 minutes which yielded over 1,000 pages of single-spaced coded transcripts. Deductive (meso-environment) and inductive (effects of sport participation) coding strategies were applied (Birke et al., 2008; Creswell, 2009; Saldaña, 2015). Inter-coder reliability yielded Krippendorff's Alphas between 0.886 and .914.

The results of this study revealed seven major areas where former athletes developed human capital KSAOs through sport participation (Shaffer and Zalewski, 2011) including drive, resilience, grit, teamwork, leadership, confidence, and emotional intelligence (Barnes, 2020; Chalifin et al., 2015; Weight et al., 2018). One third of the participants also indicated that their college sport environment included cognitive, affective, and behavioural enabling states where learning was accessible, strong cultural bonds existed, and clear processes and procedures were communicated and participated in (Ployhart & Moliterno, 2011). The other half of former athletes participated in states categorised as enabling lacking or mixed states.

Self-Efficacy Belief and the Influential Coach

Erianne A. Weight (The University of North Carolina at Chapel Hill), Megan Lewis (Boston University) & Molly Harry (The University of Virginia)

Self-efficacy belief, or an individual's perception of performance ability related to a particular task, is a strong predictor of performance success (Bandura, 1997; Lardon, 2008; Nicholls et al., 2010; Schunk, 1995; Weinberg & Gould, 2018). Some scholars argue that the most influential contextual factor in self-efficacy development is the athlete-coach relationship (Hampson & Jowett, 2014; Jackson & Beauchamp, 2010); yet, many coaches are not cognizant of the connection between coaching style and athlete self-efficacy belief. Because of the immense influence a coach may have on an athlete (Cosh & Tully, 2015; Hampson & Jowett, 2014; Jackson & Beauchamp, 2010; Weight et al., 2015), we explored athletes' perceptions of the teaching methods their coaches employed. Specifically, we examined the prevalence of transformative and destructive coaches, the teaching methods athletes perceived to be transformative (strengthening self-efficacy belief), and the influence of these coaching methods on performance belief.

Since the influence of a coach affects the probability of an athlete's athletic success (Daniel, 2001; Gould et al., 1989; Jowett, 2007; Jowett & Cockerill, 2003; Turnnidge & Coté, 2018), we explored how collegiate athletes perceived coach behavior in relation to personal growth. Toward this end, we used a questionnaire to gather quantitative self-efficacy belief scores in addition to qualitative insights relative to coaching methods from a broad population of U.S. collegiate athletes. Participants were selected through criterion sampling, including status as a current junior or senior varsity athlete within an NCAA Power-Five program. The survey was completed by $n = 184/628$ athletes (yielding a 29.3% response rate).

Qualitative data were organised and coded independently by two researchers employing Bandura's (1997) four sources of self-efficacy (i.e., mastery experience, verbal/social persuasion, vicarious experience, and physiological and affective states) as themes. Inter-coder agreement of all analysed data was 91.4%. Additionally, analysis of variance was conducted to test whether there were mean differences in performance self-efficacy belief with the presence or absence of a transformative or destructive coach.

The exposure to transformative and/or destructive coaching practices was significantly related to athlete self-efficacy belief. Just over two-thirds of the athletes expressed having worked with transformative coaches and over one-third of the participants experienced coaching they defined as destructive. The most prevalent self-efficacy source ascribed to transformative coaching was verbal/social persuasion (65%; $n = 92$). Athletes who reported working with transformative coaches relayed the consistent confidence the coaches had in them, demonstrated through personalized communication and instruction, high expectations, relentless pushing, positivity, encouragement, motivation, and care. These findings have important implications for sport management as it relates to administrative evaluation of coaches, improvements in coach leadership, and athlete health and development services.

A reinforced look at doping behaviour

Andreas Masuhr (University of Muenster), Daniel Westmattelmann (University of Muenster), Marius Sprenger (University of Muenster) & (Gerhard Schewe)

Doping scandals like the 'Operation Bloodletting' reveal that doping abuse remains one of the greatest threats to the integrity of sport. Despite increasing anti-doping budgets, there is an enormous discrepancy between the detected and actual doping abuse. While according to the official statistics 1-2% of the tested samples are positive (WADA, 2019), the true doping prevalence is estimated at 14 to 39% (for an overview see de Hon, Kuipers and van Bottenburg, 2015). One reason for this is that the abuse of prohibited substances and methods is a very complex phenomenon (for a meta-analysis of personal and psychosocial predictors see Ntoumanis, Ng, Barkoukis & Backhouse, 2014), which cannot be measured in reality due to social desirability and punishment. Since the true doping behaviour in competitive sports and thus the effect of anti-doping policies is incommensurable in reality, various game theoretical models based on rational choice theory have been developed (for an overview see Breivik, 2015). Due to its complexity, doping behaviour in competitive sports can only be depicted to a limited extent using game theory, since complex models are no longer analytically solvable (Westmattelmann, Sprenger, Hokamp & Schewe, 2020).

To address the complexity of doping behaviour, we employ novel reinforcement learning techniques in the agent-based model by Westmattelmann et al. (2020) to investigate individual athletes' doping behaviour. We model a single athlete by an artificial neuronal network (ANN) and deploy SARSA to optimize her behaviour over her discounted lifetime earnings in an ever-changing environment of other athletes. This approach allows us to study the value function, i.e. the expected discounted lifetime utility of an athlete, depending on both, her doping decision and her personal as well as the institutional background.

Our findings suggest that doping is more prevalent for athletes with high fitness and low constitution. Age also strongly affects doping behaviour as young athletes have a much lower likelihood to dope. We model retirements and the beginnings of new careers as random processes, allowing us to consider the number of competitors as additional determinant of doping behaviour. We find that small competitor pools increase the doping prevalence. Based on our results, far-reaching implications for the field of anti-doping can be derived by contributing to intelligent testing or by adapting competition structures according to the results. Furthermore, we contribute to the doping literature by applying the reinforcement learning techniques for the first time, allowing to observe and understand the decision-making processes of individual athletes. In the future, the reinforcement learning technique can be applied to other phenomena in sport management that are difficult or even impossible to observe directly, such as match-fixing.

Keywords: *Doping, competitive sports, social simulation, reinforcement learning technique, agent-based modelling*

The Practice of Leadership in Professional Sport

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Leadership studies are prolific in sport management literature (Welty Peachey et al., 2015), much like in mainstream management studies and other specialized fields. Unlike mainstream management, sport management scholars are yet to employ a processual approach to studying leadership. Such an approach fits within the broad category of socially constructed leadership, suggested by Billsberry and colleagues (2018) to be a useful lens to study leadership in the context of sport management. Typically, within sport management, leadership research has focused on individuals such as general managers, prominent administrators, and executives (Ferkins, Skinner, & Swanson, 2018) without examining the processes through which leadership is practiced. Thus, the purpose of this project is to explore how leadership is practiced in real time and in-situ in the context of a professional sport team.

It has been proposed that the future of leadership research is understanding leadership processes, rather than behaviours, characteristics, and traits (Lord et al., 2019). This project builds sport management theory based on the established concept of relational leadership (Uhl-Bien, 2006). Relational leadership is employed to investigate the everyday and mundane actions through which leadership is practiced (Cunliffe & Eriksen, 2011). Therefore, this study is concerned with the whole professional club including, players, coaches, senior management, and support staff.

The research was driven by observations over the course of a full season. Observations were augmented by interviews (informal and semi-structured) to examine the processes of leadership. The extended time-period enabled observation in many contexts, capturing numerous challenges faced by the professional sport organization. In total 87 typed pages of field notes were recorded from 115 hours of observation, and 119 conversations with players and personnel (N=37 stakeholders). In addition, 14 semi-structured interviews were conducted that averaged 45 minutes in length. NVivo was utilized to develop first-level descriptive codes of all field notes and transcripts. These first level descriptive codes were collapsed into patterns of interactions within the team guided by literature on relational leadership (Cunliffe & Eriksen, 2011): in particular verbal and non-verbal interactions within the team setting along with meaning constructed through these interactions.

Data revealed verbal interactions were prominent in constructing leadership. Specific examples included questioning, discussions, encouraging, and providing instructions. In addition, non-verbal interactions common in a sport setting reinforced leadership amongst team members through creating and recreating implicit understandings. Finally, data revealed the importance of meaning making serving as a key element in constructing leadership. The practices identified included every participant and were recognized in seemingly mundane interactions, corroborating the findings of Cunliffe and Eriksen (2011).

This project contributes to sport management literature by extending theory from leadership studies to the context of professional sport. In doing so, the complexity of leadership practice is highlighted when compared to literature focusing exclusively on formal roles. The findings demonstrate how leadership is constructed in professional sport teams through interactions and meaning making. This may inform training and development for professional teams through understanding the processes of leadership practice.

Internal Marketing and its Application to Sport: An Integrated Literature Review

Jeffrey S. White (Louisiana State University) & J. Michael Martinez (Louisiana State University)

Employees play a vital role in the effectiveness of an organization as they are the face of an organization when dealing with external customers. In an effort to improve employee effectiveness, many organizations have made a concerted effort to develop and implement internal marketing practices. Since its introduction by Berry et al. (1976), internal marketing has come to be defined as the concept of treating internal employees as if they were external customers while promoting organizational objectives, services, values, and products to employees in an effort to increase employee engagement (Wieseke et al., 2009). The purpose of this paper is to examine the current internal marketing academic literature, both broadly and within sport, while identifying key concepts and models for discussion and their application to sport management.

This integrated review examines the general internal marketing academic literature, as well as within the sport management field. The scope of this review spans from Berry et al.'s (1976) introduction of the concept to present day research, with a limiting focus on literature from 1995 forward. Following traditional integrated review methodology (Whittemore & Knafl, 2005), the literature search was conducted in scholarly databases with the key words "internal marketing", "internal marketing in sport organizations", "internal marketing and job satisfaction", "internal marketing and organizational commitment", "internal marketing and organizational culture", and "internal marketing and internal communication."

Regarding general academic literature, findings from the integrated review reveal several internal marketing theories, models, and relationships among key concepts. Utilizing a Transaction Cost Analysis (TCA) approach, Foreman and Money (1995) developed a matrix to show the different types of internal marketing practiced between different groups of employees in organizations. Building off this multidimensionality of internal marketing, Kaur and Sharma (2015) presented a model examining internal marketing in 11 different dimensions, while Lawson (2019) suggested that effective internal marketing can only be achieved through effective dissemination of knowledge. While there have been limited explorations of internal marketing within sport (e.g., Farrelly et al., 2012; Martinez et al. 2010; Chiu et al., 2019), results from the review expose a gap in the research of internal marketing vis-à-vis sport organizations.

Realizing the need for further research on this topic, there are several important implications from this review. As sport organizations are inherently customer facing, organizations that can effectively influence a positive interaction between employee and customer can significantly improve the relationship between customer and organization. Additionally, while internal marketing has been shown to have positive influence on job satisfaction, organization commitment (Chiu et al., 2014) and job performance (Chiu et al., 2019) of employees in several service industries, there remains a significant gap in the research of internal marketing within sport organizations. This review of the academic research exposes this gap while providing future scholars with frameworks and concepts from which they can develop relevant internal marketing research as applied to sport organizations.

CORS Team Fan's Actual Team Switching Behavior

Ho Yeol Yu, (Arkansas State University), Don Lee, (University of Houston), Michael Cottingham, (University of Houston)

Campbell, Aiken, and Kent's (2004) quadruple grid of team identification has long received substantial attention in the field of sport behavioural research. This conceptualization explains fan's psychological tendencies linked with sport teams they follow, which includes four distinctive types such as basking in reflected glory, cutting off reflected failure, basking in spite of reflected failure, and cutting off reflected success (CORS). In particular, our research pays special attention to CORS teams.

Despite relative importance of this deviant sport fan behaviour, no empirical research has offered sufficient explanation to see what consumer perceptions influence sport fans who have switched their supporting team, especially in the case of CORS. To fill the void, this study investigated what fan association types (Ross, James, & Vargas, 2006) are related to fans' actual team switching behaviour in the case of CORS.

Based solely on MLB teams' season record between 2007 and 2016, Tampa Bay Rays was selected as the case of CORS. Data were collected in Tampa using a purposive sampling technique ($n = 695$). Participants were asked two questions: (1) "Do you (or did you) follow "Tampa Bay Rays" at all?" and (2) "what is your current favourite MLB team?" Using these two questions, fans were categorized into two groups: *non-team switcher* (NTS) and *team switchers* (TS). Twelve fan association types were adapted and modified from Ross et al.'s (2006) team brand association scale (e.g., star player). Measurement invariance test was performed to ensure equivalent measurements between groups (NTS and TS). Binary logistic regression was performed to see how varying fan association types predict actual team switching behaviour in the CORS phenomenon.

Results showed that all constructs were internally consistent since the Cronbach's alpha values were above the cut-off point of .70. The fit of both the unconstrained model ($\chi^2/df = 4632.142/2037 = 2.27$; CFI = .866; RMSEA = .076; SRMR = .079) and constrained model ($\chi^2/df = 4668.793/2073 = 2.25$; CFI = .869; RMSEA = .075; SRMR = .062) were acceptable, and χ^2 statistic did not show significant differences ($\Delta \chi^2_{[3]} = 36.65$, $p > .05$). The results of χ^2 statistic indicated that measurement invariance was established. The logistic regression results showed statistical significance at the .05 level ($\chi^2_{[14]} = 161.74$, $p = .000$). The model explained around 37.9% (Nagelkerke R^2) of the variance in CORSing fan's team switching behavior.

The univariate results indicated that brand mark (Odds ratio = .894, $p = .054$), team history (Odds ratio = .839, $p = .026$), and commitment (Odds ratio = .560, $p = .000$) had negative and significant relationship with CORSing fans' switching behavior. These findings indicate that sport fans who less associated brand mark, team history, and commitment with the sport team have actually engaged in team switching behaviour. Findings of the study supported the notion of CORS in that CORSing fans are influenced by team's performance. Overall results suggest that off-field performance factors such as brand mark, team history, and commitment are keys to minimize CORSing fans' team switching behaviour. Thus, sport marketers need to switch their focus from the game-related promotion (e.g., a sports rivalry) to the non-game-related promotion (e.g., fan engagement) when they recognize the CORS phenomenon.

Keywords: *Switching Behaviour, Sport Fan Behavior, Fan Associations*

The Impact of Sporting Events on Host City: A Resident's Perspective

Ho Yeol Yu (Arkansas State University), Myunwoo Lee (University of Houston), Charles E. Reid III (Adrian College), and Don Lee (University of Houston)

Hosting sporting events requires considerable amount of investment via the public sector to enhance the city's infrastructure, sports facilities, and marketing expense (Preuss & Solberg, 2006). To that end, various businesses need to be contracted to build facilities and upgrade the local infrastructure in a sporting event's host city. This has resulted in a growing body of research examining city image from a local resident's perspective in tourism studies (Stylidis, Sit, & Biran, 2016).

Despite the increasing importance of sporting events from residents' perspectives, there is still a dearth of research pertaining to city image from a resident's point of view. Grounded in the tri-component attitude model (Pike & Ryan, 2004), our study purported to fill this gap in the sport tourism literature by investigating the relationships among host city's image, sporting event evaluation, attitude toward host city, and word-of-mouth intentions during the 2016 Final Four. The impact of sporting event was examined by comparing pre- and post-event data collection. Using a mall and street intercept sampling, data were collected near the host facilities in the city (e.g., a local park and a shopping mall). A pre-event ($N = 365$) and post-event ($N = 326$) data collection was conducted one week before and after the 2016 Final Four. Gilboa, Jaffe, Vianelli, Pastore, and Herstein's (2015) city image scale was adopted and modified for the purpose of this study. The modified scale consisted of 16 items under four city-image dimensions (i.e., *Municipal, Services*, *Recreation*, and *Leisure*). All items were anchored by a 7-point Likert-type scale.

Using Mplus version 8, multi-group analysis was primarily performed to examine the effect of the sporting event (i.e., pre- versus post-event data). Multi-group CFA analysis was performed to test the measurement invariance across the pre- and the post-event data. Next, a multi-group structural invariance was conducted to examine potential variance in the residents' perceptions. Measurement invariance test revealed that there was not a significant difference in chi-square statistics, indicating "*measurement invariance*" ($\Delta\chi^2_{[18]} = 28.59, p > .05$). Structural invariance test revealed that there was statistical difference in residents' perceptions between pre- and post-event data ($\Delta\chi^2_{[52]} = 145.45, p < .05$). Results further indicated that there was only a significant difference between pre- and post-event on the relationship from sporting event evaluation to attitude toward host city (Pre: $\beta = .189, p < .001$ and Post: $\beta = .333, p < .001$; Wald-Test; $z = 4.49, p = .034$). This demonstrates that sporting event evaluation had a positive and greater impact on host city attitude after the sporting event. Other than this relationship, no significant differences were identified in the proposed model, but all proposed relationships were significant and positive.

Overall, residents' perceptions pertaining to city branding image are likely to increase evaluation of the host city and sporting event, and thus positively impact other individuals via positive word-of-mouth intentions. Furthermore, sporting events can strengthen the evaluation of the host city after hosting the event. This empirical study can provide evidence in the tourism literature pertaining to bottom-up image transfer (image transfer from event to city). More theoretical and practical implications will be discussed during the presentation.

Keywords: *City branding, place promotion, and sporting event*

Administrative legacies from Paralympic Games and their effect on the implementation of elite para-sports policies: a research proposal

Zardini Filho, Carlos Eugenio (Griffith University)

Central to the understanding of policy implementation is a comprehensive examination of the factors that can impede or enhance the implementation processes (Weatherson et al., 2017). Learning processes can be factors impacting policy implementation (Bartels, 2018; Moyson et al., 2017; Schofield, 2001; Strassheim, 2018). These processes can be observed from an organisational learning perspective, that is, dynamic processes of acquisition of knowledge to develop organisational capabilities that are transmitted and integrated throughout an organisation (Argote & Miron-Spektor, 2011; Oelze et al., 2016; Ricco & Schultz, 2019; Zeimers et al., 2019). As major sports events usually offer new experiences to individuals and organisations, legacies from those events may generate an organisational learning for sports organisations and managers, which may improve their capacity to implement sports policies and their elite programs. Overall, individuals (e.g. managers) can acquire sport-specific managerial experiences from mega-events that can be returned as a benefit to the administration of a sporting organisation (Malfas et al., 2004).

Administrative legacies from Paralympic Games may eventually have impacted and shaped current processes of policy implementation through several factors, for instance, enhancing know-how and operational network (Preuss, 2007). However, the current literature of legacies from Paralympic Games to para-sports is scarce (Misener, 2017; Adair et al., 2017; Pappous & Brown, 2018). Particularly, researchers investigating legacies have not paid deep attention to administrative (managerial) legacies and policy implementation. Therefore, the objective of this research proposal is to analyse managers' perspectives on how potential administrative legacies from Paralympic Games have shaped implementation processes of NGBs' elite para-sports policies.

The method has exploratory and descriptive features, using a case-studies design. Managers from five para-sports NGBs from Brazil will be interviewed to provide a deeper analysis of eventual administrative legacies and their effects on how processes of elite programs were implemented. This research will initially observe some specific (potential) administrative legacies from the Rio 2016 Paralympic Games, such as new types of decision-making processes and structural changes. Moreover, the study will observe specific processes of policy implementation (e.g., financial support to athletes) and the shape of the process that were impacted by the legacies will take into account specific characteristics, such as the actors involved and the flow of decision-making processes.

The data from the interviews will be analysed from three complementary perspectives. Firstly, based on the Legacy Cube (Misener, 2017), the legacies will be assessed in terms of their origin (planned/unplanned) and effects (positive/negative). Secondly, these potential legacies will be assessed in terms of how they were implemented by Brazilian NGB's, using the concepts of bricolage and translation (Skille, 2008; Strittmatter & Skille, 2017). Third, the impact of the legacies will be observed in terms of how they shaped specific processes of implementation of para-sports policies.

Keywords: *Administrative Legacies, Policy Implementation, Para-sports, Paralympic Games.*

The Influence of Passion on Sport Board Performance

Géraldine Zeimers (Deakin University) & David Shilbury (Deakin University)

Research on passion has significantly increased over the last years. Studies across a broad variety of academic disciplines have highlighted the role passion plays in influencing individuals' motivations, cognitions, and behaviours. Thus far, studies have focused on the passion of sport employees, fans, amateur and elite athletes, and, more recently, board Chairs. The topic of passion is highly relevant for sport governance research because positive and negative emotions may emanate from it (Cardon, Wincent, Singh, & Drnovsek, 2009). The impact of passion on non-profit sport boards has not yet been investigated, despite the potential of emotions to influence the ability of boards to carry out their role (Brundin & Nordqvist, 2008).

While there have been substantial efforts made to explore factors associated with board performance in the context of non-profit sport organisations (Hoye & Doherty, 2011; Ferkins, McDonald, & Shilbury, 2010), passion should be further considered to understand the antecedents of sport board performance. It is apparent that passion is more salient in sport compared to other contexts due to the unique emotional connection to and investment sport board members demonstrate. It is necessary to consider the importance of distinct sport context features to better understand board performance. Developing this knowledge is of key importance due to the potential benefits sport organisations can gain from a performing board.

The purpose of this study is to examine the influence of passion on sport board performance. It examines a central question: how does passion influence the performance of sport boards? With their distinct formal leadership position on the board, Chairs are pivotal for board performance (Watson, Husband, & Ireland, 2020). Examining this question through the eyes of the Chairs represents an opportunity to explore passion from a leadership perspective as Chairs fulfil a leadership role in the harnessing process of passion on the board (Zeimers & Shilbury, 2020). The present study inductively analysed 19 interviews conducted with sport board Chairs from Australian National and State Sport Organisations. The data revealed that club representation, diversity, conflict of interests, collaborative governance and operational issues are circumstances salient for passion to occur. Passion is a dual edged dynamic that influences board performance. It represents a positive energy, a motivation, that positively impacts board climate and cohesion. Passion can also lead to board conflicts, unwise or emotionally driven decision-making, and poor governance practices and board performance. Findings showed that board structures mediate the effect of passion on board processes.

This research makes three contributions. First, it provides evidence of the valuable and disruptive influence of passion on sport boards. This study demonstrates the value of studying passion, and the emotions that derive from it, as a significant individual factor shaping sport board performance. Second, given that previous passion research has limited its focus to the intra-personal outcomes of passion, developing knowledge on the group-based outcomes of passion by examining the consequences of passion at the board level represents a major theoretical contribution to the passion literature. Finally, this study further advances sport passion as a sub-field of passion and sport management research that still lacks diversity in the context of previous studies predominantly concentrated on professional sport organisations (Anagnostopoulos et al., 2016; Swanson & Kent, 2017). This research has practical implications given the recent recognition by Sport Australia in the sport governance principles that 'even experienced directors can make decisions with their heart rather than their head' (SA, 2020).

Keywords: *Sport governance Emotions Effectiveness Chairs Process*

Sustaining Market Competitiveness of Table Tennis in China Through the Application of Digital Technology

Mandy Zhang (Shanghai University)

Introduction
Modern digital technologies, such as IoT, data analytics, wearable devices, and VR/AR, are perceptively considered to help sport organizations sustain and advance their business and operational capabilities in terms of brand building, channel integration, service processes, and even organizational structure. In the digital age, sport leagues such as the China Table Tennis Super League (CTTSL) must embrace the possibilities presented by digital technologies in order to attain and sustain their competitiveness within the rapidly changing market environment. Conducting a comprehensive review of literature as the primary protocol of inquiry, this study traces the historical occurrences, comprehends and synthesizes empirical evidences, and analyses and summarizes the impacts of technology, particularly today's digital technology, on the development of table tennis as a popular sport and also as a cultural icon in China.

Method and Results
Synthesizing information derived from historical archives, policy evolvement, government documents, and empirical studies, an introduction of historical progresses of table tennis in China is first presented, which is followed by examining specific influences of technological innovations and regulation evolutions on table tennis from both theoretical and practical perspectives. Various forms of continued technological applications, innovations, and advancements are found to be the most influential factors that have positively impacted the high achievements of Chinese table tennis players in international competitions, have continuously fascinated and invigorated table tennis fans, and have regularly attracted and sustained mass participation, and have noticeably enchanted and transformed experiences of onsite, television, and online fans, leading table tennis to be the most loved, participated, and watched sport. The impacts of modern-day digital technology are especially noteworthy. Findings are further specified on how CTTSL and its teams explore and utilize digital technologies to re-create and re-design core game products and ancillary event programs to enhance the experience of spectators and increase their consumption levels.

Discussions
In the digital age, the distribution and sales channels for sport content and related products and services are richer, with more interactive touch points and access to more data. Sport event managers need to focus their full attention on applications of digital technologies that enhance the consumer experience. To this end, sport organizations (including the CTTSL) should be consumer-centric and embrace emerging products and technologies in an effort to attain sustainable development of table tennis in China and beyond and to promote and optimize the positive physical, mental, and social benefits of table tennis in communities.

Keywords: *Sport Transformation, Product Re-design, Event Operation, Consumer Experience, Playing Ping-pong*

Preparing Sport Management Students for a Global Sport Industry: The Value of Study Abroad and International Experiences in Undergraduate Sport Management Education

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Given that multiple studies (LeCrom, Greenhalgh, & Dwyer, 2015; Li, MacIntosh, & Bravo, 2012; Ratten, 2011), have been published demonstrating that the sport industry has grown increasingly globalized over the last thirty years and that Choi, Kim, and Park (2013) stated producing "industry-ready sport managers" may be the single most important goal of undergraduate Sport Management education, a formal plan of study that includes an international component for students may be deemed necessary. Additionally, researchers have indicated that as the field of sport continues to be conducted as a global enterprise, developing individuals who can adjust to the growing challenges of leading international organizations is a key priority for many sport entities. Sport managers have found it increasingly critical to possess a fundamental understanding of various local customs and traditions as well as the different norms of conducting business in countries around the world. Without such knowledge, the opportunity for success of a sport manager in a global environment may be considerably limited (Franklin, 2010; Jones & Cunningham, 2008).

Though 64.1% of Sport Management faculty (n=98) in the United States surveyed indicated that they attempt to integrate an "internationalization at home" perspective in at least one course (Li, Kanters, Ammon, 2002), an examination of undergraduate Sport Management curriculums in the USA (n = 424) indicates that only 66 of these programs offer a course in international sport and fewer than 11% of the courses of study require classes specific to global sport. Furthermore, zero Sport Management programs mandate a study abroad experience. A review of undergraduate Sport Management programs in other nations around the world appear to indicate a more advanced commitment to preparing global sport managers than the USA (Powell, 2019) and data suggests that several benefits to students travelling abroad and/or being formally educated in sport management outside their home country exist. Among these assets are an enhancement of cross-cultural and global competence (Kitsantas, 2004), an increase in empathy with a decrease in prejudicial attitudes (Drews, Meyer, & Peregrine, 1998), improved critical thinking and problem-solving skills (Milian, Birnbaum, Cardona, & Nicholson, 2015), and an increased employment potential after graduation (Aktas, Pitts, Richards, 2017).

Due to the increasingly globalized nature of sport, Sport Management programs may not be adequately educating students if formal studies in global sport are not included in the curriculum. Therefore, the purpose of this presentation is to identify the potential benefits of study abroad/international studies in Sport Management and how a study abroad experience, a global studies course, and/or "internationalization at home" events serve to enhance undergraduate Sport Management education. This evaluation may prove significant to Sport Management educators and administrators seeking to determine if their requirements are providing adequate opportunities for students/future sport practitioners to be exposed to international concepts in sport.