



# GLOBAL ISSUES AND NEW IDEAS IN SPORT MANAGEMENT

# BOOK OF ABSTRACTS

2ND WORLD ASSOCIATION FOR SPORT  
MANAGEMENT WORLD CONFERENCE

Kaunas, Lithuania, 20 – 23 June, 2017

Hosted by  
Lithuanian Sports University





LITHUANIAN  
SPORTS  
UNIVERSITY

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Editors-in-Chief: Prof. Dr. Irena Valantinė, Prof. Dr. Brenda Pitts, Prof. Dr. James J. Zhang

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Book of Abstracts of the 2<sup>ND</sup> WORLD ASSOCIATION FOR SPORT MANAGEMENT WORLD CONFERENCE 20th-23rd June, 2017 Kaunas, Lithuania

Editors-in-Chief: Prof. Dr. Irena Valantinė, Prof. Dr. Brenda Pitts, Prof. Dr. James J. Zhang

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## Dear colleagues, Conference delegates and readers,

It is our pleasure to greet you all on behalf of the Department of Sport Management, Economics and Sociology, Faculty of Education, Lithuanian Sports University. We are proud to announce that this year is dedicated to Sport in Lithuania.

The conference was organized under the title “Global Issues and New Ideas in Sport Management” in usual plenary and parallel sessions addressing topics to: Challenges in the Global Sport Business Marketplace, Sport Management Education Approaches, Development of Industry, Culture or Cultural Diversity, Legal Issues, Governance and Policy, Financial Issues, Sport Marketing, Social Media, Human Rights Issues, Participation Sport, The Sporting Goods Industry, Sport Tourism, Hospitality, Corporate Social Responsibility, The Olympic and Paralympic Games, Industry Segmentation, Environmental Issues. Abstracts that received positive reviews by the abstract referees are published in this Book of Abstracts.

We realized significant discussion and the exchange of ideas that will result, as they have before, in new ideas, insights, and research. We hope to see the creation of research teams whose work will result in collaboration of research projects whose results will advance the science of sport business and leisure management.

We wish to express exceptional gratitude to all the authors of abstracts, reviewers, conference participants, Chairs of the Sessions, members of the Organising and Scientific Committees and technical staff for their contributions, time, and effort that resulted in a high quality 2<sup>nd</sup> World Association for Sport Management World Conference.

Looking forward to meeting you all again at the 3<sup>rd</sup> World Association for Sport Management World Conference in 2019.

On behalf of WASM  
Prof. Dr. Irena Valantine  
Chair, Organizing Committee  
Lithuanian Sports University





# KEYNOTE SPEAKERS





## KEYNOTE 1



**Prof. Anneliese Goslin**

### BIOGRAPHY

Anneliese Goslin holds degrees in BA(PE); BA(PE)Honours, MA(PE) cum laude, D Phil(PE)cum laude, MBA and a Higher Education Diploma. Her research and professional career focus mainly on Sport and Recreation Management and Leadership Development in Sport and Recreation.

She has been instrumental in undergraduate and graduate sport management curriculum development on national and continental level. On continental level she has lead the process to develop and implement accredited university certificates in Sport Business Management offered via distance education in Africa. Her work in sport management research also included investigating global social policies such as the Brighton Declaration through a quality management process lens, evaluating the effectiveness of Sport Business Management programs on sport leadership and effective business models for soccer in Africa. She currently co-authors an academic book on international sport business management. She is also a co-editor of the Sport Perspectives series on International Sport Management of the International Council of Sport Science and Physical Education (ICSSPE).

To date she has published 53 articles in accredited scientific journals, and has supervised 15 doctoral students and 21 Masters students She regularly presents scientific papers at national and international scholarly conferences and delivered a key note presentation at the 2016 ICSEMIS congress in Santos, Brazil. She currently serves on the executive Board of the International Council of Sport Science and Physical Education (ICSSPE), is Vice President of the International Association of Physical Education and Sport for Girls and Women (IAPESGW) and servers on the Editorial Board of the International Society for Comparative Physical Education and Sport.

She has received many professional national and international awards in her professional career and has recently been included in the List of 100 most influential People in South African Sport and also received the distinguished South African State President's Award for service to the South African sport and recreation industry. She is currently a full-professor in the Department of Sport and Leisure Studies at the University of Pretoria, South Africa a university that is ranked amongst the top 500 universities in the world. From 2012 – 2015 she was appointed as Chairperson of the Ministerial Advisory Committee for Recreation for the South African government.

## KEYNOTE 2



### BIOGRAPHY

### Prof. Dongfeng Liu

Dr. Liu is a professor of sport management and Co-Dean of the School of Economics and Management at Shanghai University of Sport. He is a member of China Sports Strategy Society, a think tank of China's Sports Ministry. He is also international professor or guest professor with INSEEC Business School, University College Dublin, Kufstein University, Austria, and EM Lyon Business School. He has over 40 publications including books, refereed journals articles, and conference articles. Professor Liu has presented on various topics in sport management and sport events at conferences across the world.

## KEYNOTE 3



### BIOGRAPHY

### Edvinas Eimontas

Born 41 year ago in a small town in the middle of Lithuania, Eimontas studied economics to begin his career in the banking industry. However, his professional life took a different turn after being offered to work as the head projects department of the Lithuanian Football Federation (LFF).

After helping the organization rebuild its finances, create licensing structure, reinvigorate infrastructure development and restart grassroots football, he earned valuable practical experience in various sports management areas and made his way up in the organization, getting appointed as the general secretary in 2012.

During his tenure as the LFF general secretary, he oversaw the organization of the largest tournament the LFF hosted in history – the UEFA European Under-19 Championship in 2013 – which exceeded expectations and was described by UEFA as “fantastic”.

Striving to improve further, Eimontas took the Union of European Football Associations (UEFA) Education programme, earning Certificate and Diploma in Football Management (CFM and DFM), and then taking the third step to complete the Executive Master in European Sport Governance (MESGO).

For the last few years, he has been sharing his expertise as a lecturer in the Lithuanian Sports University Sports industry programme and the business-law orientated Kazimieras Simonavičius University Creative Society and Economics Institute. Eimontas areas of interest include model of good governance and specifics of managing small organisations.

This year Eimontas was elected as president of the LFF for a four-year term. At international level, he is a former member of the UEFA Media Committee and the current member of the UEFA HatTrick Committee, which oversees development of infrastructure projects within the UEFA member associations and education programmes for football administrators



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## IMPACTS OF A MEGA SPORT EVENT ON COUNTRY IMAGE AND TOURISM – THE CASE OF ICELAND AT THE UEFA EURO 2016

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### Background

Many authors, most recently Preuss (2015), have dealt with effects or legacies of mega sport events. There are economic, ecological and socio-cultural effects. Sport tourism research focuses mainly on image effects on hosting destinations or countries (Fourie & Santana-Gallego, 2011), as well as on their impact on sport tourism (Gratton, Dobson & Shibli, 2000). While existing studies dealing with image effects concentrate on host countries (Preuss & Alfs, 2011), no research has been conducted concerning the effects on participating or non-hosting countries. This case study deals with effects on the image of Iceland when for the first time participating in a mega sport event (UEFA EURO 2016 in France) and its impact on tourism.

### Methods

This case study is carried out in two steps. Firstly, a quantitative content analysis of internet news in English and German language during the time of the UEFA EURO 2016 in France (commencing 15 May 2016 and ending 31 July 2016) was carried out, in order to analyse whether the perceived image of Iceland has changed during the event. Data collection was conducted with the academic database Nexis, using the search terms “Iceland”, “UEFA EURO 2016”, “Image”, “Impact” and “Tourism”. In a second step, secondary data about the incoming and outgoing tourism of Iceland three months before and after the event were analysed, in order to find out about short-term effects of the first time participation of a non-hosting country in a mega sport event.

### Results and conclusion

There was continuously positive news coverage about the national team, the behaviour of football fans and the people of Iceland in general. Therefore, a positive image of the country and its people was created. During the ten weeks of investigation, the number of articles increased after the positive performance of the national team. The still continuing process on analysing the tourism data will show, whether this positive “image campaign” will translate into a positive effect on the tourism market of Iceland, as well.

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## **BRAND CREDIBILITY AND BRAND TRUST TO CREATE PERCEIVED VALUE AND GET BETTER LEVELS OF SATISFACTION AND LOYALTY IN SPORT SERVICES**

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### **Background**

The purpose of research is to analyze Brand perception of users of a public sport service in the city of Valencia and the relation it could have to key variables to Company success as loyalty and recommendation (Word of mouth).

The study is made up of 5 constructs: brand credibility, brand trust, perceived value, satisfaction and loyalty. The idea is to analyze if perceptions about brand credibility has influence on trust, and also if brand credibility and trust are significant to create more perceived value, because that value is a necessary element for companies looking to maintain their importance (Sweeney y Soutar, 2001) and could be a key to predict satisfaction and loyalty. Also we include the relationship between satisfaction and loyalty.

### **Method**

This research was conducted in a public sport service located in Valencia (Spain). The sample consists of 346 users. The sample is composed of adult users who had use the service regularly. The perceptions were collected through a questionnaire based on prior studies of similar topics, with items in a Likert-scale from 1 to 5.

### **Results**

Regarding the goodness of fit, the model has a good fit, also meeting Hu & Bentler criteria with fit index values greater than .90 ( $S-B \chi^2 = 193,127$ ,  $df. 84$ ,  $S-B \chi^2/df = 2,30$   $p < .01$ ;  $NFI = .94$ ;  $NNFI = 0.96$ ;  $CFI = 0.97$ ;  $IFI = 0.97$ ;  $RMSEA = .062$ ). The proposed relationships were all significant except the relation between value and loyalty. Brand credibility predicts 61% of trust. Credibility and trust predict 85% of perceived value. Value predicts 85% of satisfaction and finally value and satisfaction explain the 67% of the variance of loyalty.

### **Conclusions**

Brand credibility is a significant predictor of brand trust. Brand credibility and trust significantly influence perceived value of service, where credibility has more weight. Perceived value has influence on satisfaction but not in loyalty directly, this could be possible because of the chain quality-value-satisfaction-loyalty (Gallarza, Gil y Arteaga, 2013). Finally, brand satisfaction is significant in predicting loyalty.

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## THE NEW SPORTING COLD WAR AND SPORT MANAGEMENT: THE IMPLICATIONS OF THE RUSSIAN DOPING ALLEGATIONS FOR SPORTS MANAGEMENT AND POLICY

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### Background

In 2016 the World Anti-Doping Agency issued a report on what it alleged were massive anti-doping improprieties on the part of the Russian state, sports administration, the Russian Anti-Doping Agency (RUSADA) and Russian athletes over the past several years particularly at the Sochi Winter Games in 2014. This resulted in a ban on some Russian athletes in the 2016 Olympic and Paralympic Games. The International Olympic Committee allowed a partial reminding of the bans which prompted a further report by Canadian lawyer, Richard McLaren, one of the WADA panel who completed the initial investigation and with close ties to WADA's founding leader, Richard Pound. The McLaren Report issued in December 2016 led to several events being moved from Russia to other countries and court appeals from the Russian state. President Putin and the Russian government responded by creating an oversight panel to establish Russian anti-doping controls within Moscow State University.

This panel examines the international structures of elite sports events, anti-doping politics and the appearance of a new Cold War in sport. In January 2017 reports linked the Russian anti-doping scandal to allegations of Russian interference in the 2016 US election. Speakers focus on three main questions: the relationship of international sports governance, especially anti-doping, to the operation of sport at national level and the political economy of mega-events; the implications of international association findings on global sport' operations in terms of management and marketing; and the relationship of high level global sport in to international political economy and international relations. The response of sport managers and event managers to "crises" whether generated externally or internally is crucial to the long-term success of sports organizations and events with sport becoming more and more significant in the high stakes geopolitical world of today.

## COMPARING ETHICAL LEADERSHIP ROLES ACCORDING TO GENDER AND AGE

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### Background

The aim of this study was to compare ethical leadership role variables according to gender and age groups. The research population consisted of physical education teacher candidates (n = 120) who are studying at Mersin University and managers (n = 77) of sports clubs working in city of Mersin. Sample size was determined with a 5% error margin in the 99% confidence interval using the sample size formula for the appropriate sample selection. The "Ethical Leadership Role Questionnaire" developed by Turhan (2007) was used in the research. Mann Whitney-U test was used in the binary comparisons and Kruskal Wallis test was used in the comparison of the triplet groups because the data were not distributed normally. As a result of the research, according to age groups and gender of men and women; there were significant differences in seven sub-dimensions of the ethical leadership role variable survey. Ethical leadership roles in males are found to be decreasing while they increase in age unlike women. There is a significant relationship between ethical leadership roles and age variables at .05 level.

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# ELITE ICE HOCKEY – A PLEASURE ONLY IN MAJOR CITIES? A COMPARISON OF SWEDISH AND FINNISH ELITE ICE HOCKEY CLUBS GEOGRAPHICAL LOCATION 2015/2016

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## Background

One feature that characterizes National Hockey League (NHL) is that NHL-owners run NHL-clubs in geographical cities/regions that have the best conditions for marketing NHL. Professionalization and commercialization of NHL has also huge impact on global elite ice hockey's development and commercialization (Kidd and Macfarlane, 1972). NHL influences (i.e. Americanization of sport) have also reached Swedish and Finnish elite ice hockey (Backman, 2012). Even though Sweden and Finland are countries with strong historical ties and a similar tradition of organizing sport (i.e. amateurism and promotion and relegation) representatives of elite ice hockey has chosen different paths (Backman, 2012). Swedish sport and elite ice hockey is organized according to the European Model of Sport with the Swedish Ice Hockey Federation as governing body for all Swedish ice hockey. In Finland the elite ice hockey representatives has chosen to implement several significant feature of the NHL (i.e. American Model of Sport). For example one from the Finnish Ice Hockey Federation autonomous SM-liiga, that runs the elite league, and a closed league, with no promotion or relegation (Backman, 2012). The main problem and research task question is hereby to analyze if this organizational difference has affected the geographical structure where Swedish and Finnish elite ice hockey clubs was located geographically in relation to the size of population 2015/2016 season.

## Theory

Americanization. The term Americanization means of tradition that American influence and culture is received/imported/forced to a country (Alm, 2002). Americanization has mainly been used in three different meanings. According to the first meaning the concept of Americanization is seen as a center and periphery relationship between the US and the world. As the world's most powerful state, the US, through its economic and political strength have exported their culture to other countries (Alm, 2002). In a hockey perspective this is related to the NHL's hegemonic position. In a second sense, a joint development of modernization is ongoing in the US and Europe. The third meaning refers Americanization to international intermediation of values, ideas and images and symbols with a clear American origin. The provision of these American impulses can be discussed in terms of center/periphery relations between the US and the world. The American impulses are not included in the same shape in the recipient countries; these have been adapted to the conditions in the recipient country. In this case, it is not about America's domination but about what each recipient country chosen to receive (Alm, 2002). In a hockey perspective, the third meaning is related to the impulses from the NHL as the representatives of the Swedish and Finnish ice hockey implemented and implements in each country's elite ice hockey.

## Method

Comparative study based on document analysis. My documents consist of public statistics from Statistics Sweden and Finnish Population Register Center, media publications, research about NHL, Swedish and Finnish ice hockey and the American and European Model of Sport.

## Results

In the Swedish elite league (SHL) six of a total of fourteen clubs were from the ten largest municipalities in terms of population. Five clubs were from municipalities located 11-30. Other clubs were from smaller municipalities. One club came from the municipality that did not belong to the fifty largest in terms of population. In Swedish ice hockey there are exceptions from the principle that cities or regions with biggest ice hockey interest have clubs in the elite league (Östman, 1996). Hereto several large Swedish cities don't have elite league ice hockey, for example Norrköping, Uppsala and Umeå. This development can be explained by Swedish elite ice hockey's structure, i.e. sporting logic with promotion and relegation, and close connection to the European Model of Sport.

In the Finnish elite ice hockey league (SM-liiga) ten of the fifteen clubs was geographically located in the ten most populous municipalities. Five clubs were from municipalities located 11-30 in terms of population. I

should be noted that the biggest Finnish elite ice hockey club in economic terms, Jokerit HC from Helsinki, plays since 2014/2015 in the Kontinental Hockey League (KHL). According to historian Jani Mesikämmen Finnish elite ice hockey began to be concentrated in the larger cities in connection with the ice hockey sport's emergence (Mesikämmen, 2001).

Finnish elite ice hockey is by these facts closer to the NHL's geographical structure (i.e. American Model of Sport) than Swedish elite ice hockey. A feature of the Swedish ice hockey (and the European Model of Sport) is that small clubs in small cities/regions can advance to the elite league (SHL).

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## THE ROLES OF PROXIMITY AND STADIUM VALUE IN THE VALUE CREATION PROCESS OF A SPORT EVENT: THE EXAMPLES OF RUGBY UNION AND HANDBALL

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### Background

Value is a relative, personal and situational preference that refers to an individual's experience with a given object (Holbrook, 1999). Consumption place plays an important role on the experience (Bitner, 1992); but, whether place value influences global perceived value directly or indirectly has remains to be identified in sports marketing.

Besides, this paper analyses whether proximity is an antecedent of place value, object value and global perceived value. Indeed, perceived proximity improves satisfaction, trust, and loyalty. So does perceived value. This opens an opportunity to study whether there is a proximity-value-satisfaction-loyalty conceptual framework in a sport event context. A qualitative study (authors, 2015) emphasized a strong bond between spectators and their respective stadium. This paper answers their call for a quantitative analysis.

### Method

Six hypotheses were tested.

H<sub>1</sub>: stadium value positively influences global perceived value;

H<sub>2</sub>: match value is a mediator of stadium value over global perceived value;

H<sub>3</sub>: H<sub>1</sub> and H<sub>2</sub> coexist in an integrative model;

H<sub>4</sub>: proximity has a positive influence over stadium value;

H<sub>5</sub>: proximity has a positive influence over match value;

H<sub>6</sub>: proximity has a positive influence over global perceived value.

Two quantitative analyses were performed, consisting of 1,429 spectators of Racing 92 attending rugby union game at 'le stade Yves du Manoir, Colombes (France)' and 215 spectators of Pays d'Aix Université Handball.

### Results

SEM analyses were performed on AMOS24. In both cases, stadium value impact over global perceived value is mediated by match value (H<sub>2</sub> is confirmed; H<sub>1</sub> and H<sub>3</sub> are rejected). Similarly, perceived proximity has a positive influence over stadium value and match value (H<sub>4</sub> and H<sub>5</sub> are confirmed) but does not influence global perceived value directly (H<sub>6</sub> is rejected).

### Conclusions

Rugby union and handball clubs managers can now have a better understanding of the value creation process of a match. They now have to identify the relevant channel(s) – proximity, stadium value, match value – to improve their spectators' global experience.

Looking forward, a sharper spectator profile analysis is required to give a clearer insight into each consumer segment. Also, a longitudinal work ought to be considered to give these results a relational dimension.

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## EDUCATION OF SPORTS MANAGEMENT IN TURKISH UNIVERSITIES, ANALYSIS OF UNDERGRADUATE PROGRAMS

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### **Background**

The aim of the study is to examine the undergraduate program courses of the universities that provide training in Sports Management in Turkey and to indicate the differences between them. In this study, electronic screening method was used. In the survey, it was determined that the number of Sports Management Department is 80, but some departments do not actively teach. The number of universities in which undergraduate programs are examined is 20. The training period of Sports Management departments is 8 semesters including fall and spring semesters, 4 years in total. The courses are compulsory, elective, theoretical, practical and also grouped as field courses and their percentages are calculated.

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## GAMIFICATION THROUGH FANTASY SPORTS – EMPIRICAL FINDINGS IN THE CONTEXT OF PROFESSIONAL SPORT LEAGUES

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### Background

Technology development has contributed to new forms of engaging customers by motivating people to proceed various individually and collectively beneficial behaviours. A popular evolvment in this area is gamification, which we thereby define as a process of engaging customers to participate in playful experiences in non-game contexts. This field has raised interest as it enhances the level of interaction by the integration of hedonic elements to customer engagement. Engaged customers are characterized by motivational driven behavioural manifestations which go beyond purchase (van Doorn et al., 2010).

### Method

In order to test the effects of gamification fantasy sports (FS) is used to determine whether or not sport fans perception to a league brand is positively influenced by joining in gamified experiences. FS represents an ancillary sport service in which “participation is primary an online activity that is completely customizable, interactive and involves nearly every major professional sport (...)” (Dwyer & Drayer, 2010). The empirical study combines descriptive with experimental research in a between subject design, where respondents are posteriorly allocated by indication whether or not they participate in league-related FS. For testing the formulated hypotheses, a one-factor ANOVA t-test for independent groups is performed for parameters consumption capital ( $H_1$ ), attitudinal loyalty ( $H_2$ ) and WOM ( $H_3$ ) in order to evaluate the influence of gamification through FS for sport league brands.

### Results

The comparison of construct means for variables consumption capital, attitudinal loyalty and WOM between engaging players (N=57) and non-players (N=65) of FS show significant differences. This implies that sport fans who engage in a league related FS-league have a higher knowledge about the sport and the league, have a higher attitudinal loyalty and furthermore spread more positive WOM.

### Conclusions

The study indicates the positive effects of gamification on observed parameters. Thereby sport fans' engagement behaviour via interactive experiences between actors on the platform FS is evident (Brodie et al., 2011). The study served as an impulse to identify forms of customer engagement behaviour in a sport context and gives implications to which extend gamification can expand the multidimensional fan-league relationship.

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## THE VOLUNTEER EXPERIENCE: DETERMINING FACTOR IN THEIR PARTICIPATION'S MOTIVATION

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### Background

Volunteering is a social phenomenon that covers all areas of life (Observatorio del voluntariado, 2013). In Andalusia, according to Law 45/2015, October 14th, about volunteering, they must be people of legal age. (...), and their participation (...) is in concrete programs organized by non-profit organizations. Their implication allows the realization of great tests, without them it would not be possible to carry them out, it has become of vital importance for the success of the sports events, and one must take care of properly (Vecina, Chacón y Sueiro, 2009), their participation can ensure their survival (Koutrou, 2015).

### Method

The Volunteer Satisfaction Index (Vecina, Chacón y Sueiro, 2009) has been passed to 130 volunteers (38% y 62%) in the Marathon test (Seville-2016), analyzing the Motivation Subscale that consists of 6 questions measured in Likert Scale 1 to 7 (1 nothing according to 7 totally agree).

### Results

Almost 50% of volunteers are students. Regarding the experience in the organization, 36% is the first time that they collaborate, 37% takes between 1 and 3 years, and 27% takes more than 3 years. 66.49% would repeat the *experience* with a score of 5 out of 7. Volunteers between 1 and 3 years of experience, have a motivation above 6.2, while those who volunteer for the first time are the least satisfied in all areas. Two groups (more than 3 years and the first time) stand out as the most dissatisfied in the training variable received by the organization. Training, in general, is the worst rated item (5,2 out of 7).

### Conclusions

The volunteers who participate the first time are the most dissatisfied with the training received, suffer the lack of tools to solve problems, and the recognition received is low. They perceive that they doubt their work.

Volunteers with more than 3 years of experience are less satisfied with the fluency and management of the organization, feel that the tasks entrusted to them do not correspond to their previous skills or experience. The volunteers who have between 1 and 3 of experience are the most satisfied in the management of the organization, valuing all the items above 6/7.

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## WHO IS A BASKETBALL MANAGER? A STUDY ON DEFINING THE AREAS OF DUTY AND RESPONSIBILITY OF BASKETBALL MANAGERS IN EUROPE AND NBA

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### Background

Sports clubs consist of organizational structures whose management/organization structures are simple or complex, which carry the typical characteristics of social organizations (Andersen, 2011). Today's sports do not allow an improvisational management approach due to its complex structure and professional demands (Simeva, 2015). Within this scope, clubs endeavor to make the duties and responsibilities of the personnel in the organizational structure well defined and understandable for effective and efficient management (Robinson, 2010; Acimovic vd., 2013).

Turkish Spor Toto Basketball Super League is regarded as one of the most important leagues of Europe with its audience, its financial dimension and the players and coaches who are globally known (TBF, 2015). However, any material cannot be found on the definition of duty, areas of responsibility/authority and competence of basketball managers in such an important structure formed in Turkey. A well determined job definition addresses the priorities and requirements of an organization, and it points out the position responsibilities, work schedules, and performance standards (Robinson, 2010). Therefore, it is considered important in reaching the target goal that a job definition for the managers in basketball clubs is developed. Within this scope, the purpose of the study to carry out a collection study on the managerial systems in both Europe and NBA, which is considered as one of the most prestigious organization on the related subject, about the issue of the concept of management in basketball.

### Method

Literature review and semi structured interview method is used in compiling the related information.

### Conclusions

As a result of the study, it is seen that basketball managers may be found as part of the administration level within the structure of the sports clubs as well as rank in top and middle manager classes within the hierarchical structure. Additionally, it is determined that basketball managers are considered to be individuals who are committed to the coordination of various tasks in basketball branches, who are present in every stage of the actualizations of processes, and who make effort to ensure that the operation is not dissolved.

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## DO THE INCOMES AFFECT MOTIVATION OF ELDERLY TO BE PHYSICALLY ACTIVE?

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### Background

There is no doubt that physical activity has a positive effect on health (Koeneman, 2011; Kowalski, et al. 2012). However, physical activity decreases with age, so it is important to evaluate factors affecting motivation to be physically active. The aim of this research was to evaluate the impact of incomes for motivation to be physically active among elderly.

### Methods

The survey involved 113 men and 209 women whose average age was  $71.07 \pm 6.79$  years. The participants were divided into two groups by incomes (up to 290 Eur per month and over). Motivation for physical activity was assessed using MPAM-R scale - a questionnaire assesses the strength of different motives for participating in physical activities: fitness, appearance, competence/challenge, enjoyment and social.

### Results and Conclusions

Higher-income people are more motivated to be physically active for pleasure they experience while exercising than lower income people ( $p=0.021$ ). Women are more motivated to be physically active for appearance than men ( $p=0.035$ ).

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## RETHINKING SPORT DEVELOPMENT: THE VITAL ROLE OF SOCIALIZATION AND IDENTITY

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### Background

There has been substantial interest in athlete retention because it takes time to foster sporting excellence, and sport organizations require ongoing commitment in order to resource programs and build sporting excellence. Social and psychological factors are thought to play a significant role in athlete recruitment and retention. These include athletes' sense of community (Warner, Dixon, & Chalip, 2012), their motives (Standage, 2012), their identification with the sport (Brooks, 1998), and their commitment to their team (Malatesta et al., 2014). The ways these ramify in sport retention are examined in this study.

### Method

Current and former American rugby players (N=1243) were surveyed online. Each rated their sense of community during their rugby experience, their motives (intellectual, mastery, social, and escape), their rugby identity, and their commitment to their team on multi-item seven-point scales. These were examined via a 2 X 2 X 3 (gender X quit or continue X youth or university or club) MANOVA.

### Results

The three-way interaction was insignificant ( $p > .05$ ), but the two-way interaction was statistically significant ( $p < .001$ ). Examination of the univariate statistics showed that all seven variables showed statistically significant two-way interactions. Graphic analysis demonstrated that the gap between athletes who quit or continued playing rugby was lowest at university level, and higher at club level, and highest at youth level. Regardless of level, however, those who remained in the sport rated sense of community, their level of motivation across all four motives, their identification with the sport, and their commitment to their club to be higher than did those who quit. The replication of this effect across all seven variables is not due to any redundancy in the measures, as they are not highly correlated.

### Conclusions

These results are consistent with the expectation that social and personal factors play a pivotal role in athlete retention. The findings suggest that coaches can play a pivotal role in management's efforts to retain athletes if they help athletes to find a sense of community, build multiple motivations, nurture their identification with the sport, and develop commitment to their team. Thus, coaches must do more than coach skills; they need to foster a multi-faceted culture of engagement. Future research should explore the most effective means to do so.

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## REVENUE MANAGEMENT IN GERMAN PROFESSIONAL FOOTBALL TICKETING: SEGMENTING FANS ACCORDING TO THEIR PRICE SENSITIVITY

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### Background

Clubs of the German first football league work almost at full stadium capacity: Since 2008/09 the degree of capacity utilization is on average higher than 90 percent. Trying to further increase their revenues, the Fußballbundesliga clubs were forced to rethink their ticket pricing strategy. Demand-based ticket pricing emerged, also labelled as "Revenue management", an approach already successfully applied in various other service industries. In cooperation with a Fußballbundesliga club we conducted an empirical study following two suggestions for research of Drayer et al.:

1. identifying market segments based on differences in price sensitivity;
2. determining the size and willingness-to-pay (WTP) of each market segment.

### Method

We interviewed football fans in the region of the Fußballbundesliga club (n=781). The survey form, ten pages in length, included demographic information, questions about the respondent's sport consumption and the task to evaluate nine offerings (four attributes with each three levels: opponent; seating category; attendance; price). We analyzed the data by using two methods: limit conjoint analysis (4) and – based on its results – hierarchical cluster analysis (5).

### Results

42.6% of the club's fans are price sensitive. For the remaining part – 57.4% – the ticket price is of small importance: 34.5% buy the ticket primarily because of the opponent, for 11.7% most important is the attendance, i.e. that the stadium is sold out, 11.2% derive their value mainly from the location of their seat (seating category).

The WTP has been determined in general and for all market segments. We found, among others, that the customers are up to pay – on average – additional 60 Euro for a top match. To sit in the best seat category is from a fans' viewpoint on average 20 Euro more worth compared to seating in the lowest one.

### Conclusions

The paper offers a methodological basis for empirically determining market segments based on price sensitivity – a basic requirement for the practical implementation of Revenue Management (6). Furthermore, we contribute to a better understanding of the club's price insensitive spectators purchase decision: we shed light on the question how many of them are willing-to-pay how much for what.

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## PREFERRED FREE AGENCY RULES FOR SMALL-SIZE PROFESSIONAL SPORTS LEAGUES: A CASE STUDY OF CHINESE PROFESSIONAL BASEBALL LEAGUE (CPBL)

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### Background

The Chinese Professional Baseball League ("CPBL") of Taiwan, a small-size league (4 clubs), just made its best effort ever to modify its rules and regulations in 2016, with a main focus on encouraging free agency and improving player mobility. This paper is to examine whether the new free agency (FA) rules of CPBL comply with the existing theories on competitive balance, and to discover whether any additional factors need to be considered in the context of small-size professional sports leagues in order to increase game level uncertainty.

### Method

Qualitative methods: (1) a case study of CPBL; (2) document analysis method (minutes of CPBL meetings and FA rules of CPBL, KBO & NPB)

### Results

Theoretically, small-size leagues with fewer teams will naturally lead to less competitive balance. Therefore, CPBL should design its FA rules more sophisticatedly than larger-size leagues such as NPB of Japan (12 clubs) & KBO of Korea (10 clubs). Even if satisfactory league level competitive balance has been reached, a small-size league may still not generate enough uncertainty at game level lacking of total team matchup combinations. The amended CPBL's FA rules, by loosening up FA eligibility and lowering transfer fee, may properly improve player mobility thus increase player matchup combinations. Consequently, game level uncertainty will be increased, games will become more attractive, and the demand of consumer will be raised.

### Conclusions

1. Small-size leagues should adapt their FA rules to the need of higher player mobility in order to increase player matchup combinations to offset negative effects for lacking team matchup combinations.
2. Eventually, small-size leagues will need to expand franchises to increase team matchup combinations thus to increase uncertainty, despite a fair clubs/spectators ratio.
3. Theories concerning uncertainty for small-size leagues and large-size leagues may differ from or even contradict each other.
4. Further empirical studies are needed since CPBL's new FA rules will just take effect in 2017.
5. This paper may serve as a reference for future studies on (1) small-size or start-up professional sports leagues; (2) the establishment of professional sports league in small and medium countries.

## HOW TO ENGAGE SPORT STUDENTS WITHIN HIGHER EDUCATION?

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### Background

Researchers (Stensaker et al, 2014) have suggested that Higher Education (HE) provision has changed dramatically over the past few decades, which has had a profound effect upon service delivery. The rise in student numbers and fees, increased mobility of international students and new degree structures have all added to the debate, which researchers suggest have led to many tensions within HE systems.

The concept of student engagement is at the forefront of many HE institutes, a recent survey undertaken by the HEA (2016) suggests that student engagement is at the heart of teaching and learning and that an engaged student results in positive outcomes and enhanced skills development. However, researchers have suggested that the relatively new concept of customer engagement is under-researched when it comes to evaluating student engagement within HE (Kahu, 2013). Using the Sport Value Framework (Woratschek, Horbel & Popp, 2014) and the Higher Educational Value Framework (Wawrzinek, Ellert & Germelmann, 2017) as a theoretical base, this study aims to investigate how universities facilitate engagement of sport students and the impact of such activities. It also analyses what barriers there are to sport student engagement initiatives.

### Method

Data was collected via semi-structured interviews over a two-month period. The sample included stakeholders who worked within a HE setting for at least 12 months and who had a working knowledge of the student journey. 15 interviews were undertaken and included employees from various departments (including: executive office; department of sport; university sport, international office, marketing, student support, careers, alumni, library services and the student union).

### Results

Initial results suggest that student engagement is seen as a very important aspect of HE. Various activities are initiated throughout the lifetime of the student journey (including before, during and after the duration of the sport programme studied). There were many perceived benefits of an engaged student including enhanced learning and skill development. Barriers to student engagement included resourcing and operational issues.

### Conclusion

The study confirms that student engagement is an important aspect of HE provision and a coordinated approach to the lifespan of a student is considered an important strategic tool to effective HE management.

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## ECONOMIC VALUE OF COMMUNITY CLUB-BASED SPORT: AN AUSTRALIAN PERSPECTIVE

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### Background

Sport is widely perceived to generate social benefits. These include individual impacts: improved physical health and fitness, increased subject well-being, and increased educational performance; and broader community impacts such as increased social capital and reduced crime and anti-social behaviour. This paper attempts to measure the economic value of such benefits. The aim of the study is to develop a valid model that will provide an economic estimate (i.e. dollar value) of the broader social benefits associated with the provision of, and participation in, community club-based organised sport to Australian society. A review of the literature (Gratton et al 2014; Ruseski et al 2014) found that sport the improved health benefits associated with sports participation are the most well evidenced and widely accepted across the world. A wide range of studies reported strong evidence of a positive association between sport and social capital and that this benefit is particularly relevant for community club-based sport. Recent research has shown a strong relationship and also provided the methodology (Sport England, 2013) for putting a valuation on the benefits of sport to subjective wellbeing (SWB). It was decided therefore that the study would concentrate on putting an economic value on the health, SWB and social capital benefits. Health benefits were estimated from secondary analysis of existing data using a methodology used in several countries. The SWB and social capital benefits will be estimated from primary social survey data collection. The data will be collected using a national social survey with a sample size of 4,500. Fieldwork took place in the July to September period 2016. Estimates of the monetary value of these benefits used the income compensation approach as has been used previously by several studies. It was concluded that the social impacts of sport participation can add substantially to the overall economic value of sport as it is possible to put a monetary value to these benefits. The results suggest that club-based community sport participation generates substantially higher monetary values of SWB and social capital benefits than either the value of the health benefits or the value of market based transactions.

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## SCIENTIFIC DEVELOPMENT IN SPORT MANAGEMENT IN BRAZIL

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### Background

Sport Management is a new area of knowledge in the world and raises reflections on their development, more evidently especially in Europe and the United States. In Brazil, thesis and scientific articles that assesses their development are still rare (FRANCALACCI, 2011; MAZZEI; BASTOS, 2012; ROCHA; BASTOS, 2011). These few analyzes, especially in recent decades, points out that there is a growth in some aspects of its development. The aim of this study was to evaluate the area in the country, from the following issue: the development of the area from 2009 can be characterized as a mature phase in scientific terms in the country?

### Methods

This exploratory and descriptive study considers elements of strategic diagnosis, SWOT analysis, in relation to aspects of internal and external environment of the area and from the information obtained. External factors (opportunities and threats) refers to the facts and scenarios of sports and the social Brazilian reality, and internal ones from the area (strengths and weaknesses), was considered toward the development of (a) journals, (b) those who perform research in the area and (c) professional organizations of the area/scientific events. Quantitative and qualitative information on each of the issues was obtained in bibliographic material and data collected from documentary sources.

### Results

Analysis of these data reveals strengths quantitative advances in journals and growth in the number of study groups of the area. As weaknesses, the scientific production are concentrated primarily in studies concerning the theme marketing, there are limitations on the quality of the production, either by the conceptual question, or by methodological deficiencies.

### Conclusions

It was concluded that there is no consistent development and scientific maturity of the area. Research and practical implications in Sport Management are discussed as well as future challenges. From these findings, it was highlighted some actions that can be implemented especially by agents from academia and national entity, in order to stimulate and qualify scientific production in the country.

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## GOOD GOVERNANCE THROUGH THE INCLUSION OF THE ATHLETES: FUTURE FOR SPORT DEVELOPMENT?

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### Background

In any discussion about sport management, the main topic on governance switches after a while to “good governance”. It is “hot” topic. It has been “hot” topic for long. Sometimes it seems that it will stay forever. There other sub-topics around good governance – stakeholders’ inclusion, gender equality, dual career, etc. Every organized sport started from rules of the game and internal regulations. Rules make the sport, not recommendations. Just imagine any sport without rules. Only pure recommendations instead the rules! Is it sport?

And how long it will take to start using simple term “governance” when speaking about “good governance”? Maybe when instead of recommendations sport will have to abide the rules how it should be organized. Fortunately, there are first practises already.

#### *1. How sports governance evolved – hierarchical representation*

Faced with current developments of the sports industry, the ability of traditional governance models to deal with today’s issues is raising the fundamental question: is the current structure of sports governance working?

The sport has traditionally been regulated in all its aspects through a self-governing hierarchical structure with its own rules and regulations. Since 19<sup>th</sup> century, the sporting network was able to exercise its self-governance without any significant interference from states or other stakeholders.

The main responsibility of sport governance is monitor functioning and to give overall direction of the organization. Sport governance is a necessary and institutionalized component of all sport codes from club level to national federations. Sport governance functions have evolved into full range of functions normally seen in both the corporate and non-profit sector, but governance structures remained almost the same or modestly changed.

The hierarchical pyramid structure in sport can be considered as undemocratic and unrepresentative since athletes and clubs are subject to the rules and regulations of the governing bodies often without being provided with a voice or safely quarantined from any significant decision-making instruments.

And the related question is what role (if any) should governments and EU be playing in sports governance? Recently it has been argued that the governments and EU should be much stronger in the application of laws to sport. The problem is: can they really do it or want it?

As for the role of the governments in sport, it can have both positive and negative dimensions. This illustrates that sport governance must rely upon transparent, established and neutral processes to guarantee legitimacy and fairness, while sporting values can remain essential and properly accounted for.

Despite sport being a new competence in EU policy, it plays an important part across public policy and the social and economic context. The remaining challenge is therefore: how to further mainstream sport in European policy making. New generations, gender equality, migration, aging society etc. are the topics the sport federations can facilitate the state policies.

#### *2. Challenges of sport governance*

Elite sporting competition, lifestyle adjustments and other initiatives have helped to fuel interest in grassroots participation in sports in Europe. This has led to more interest and intervention from national governments in sporting matters and the activities of sports bodies including verification of whether sports bodies are fit for public funding.

Increasingly, sports federations must seek to form partnerships, engage in dialogue and cooperate with governments.

The autonomy of sports federations is now more sensitive than ever before.

Specificity and autonomy of sport were the main principles the sport organizations tried to preserve. Only recently this attitude started to change from aggressively defensive to understanding that principles of specificity and autonomy do not mean isolation, but an open and constructive dialogue with all stakeholders. And international sport federations can show the example implementing good governance requirements and to addressing them to their members.

Modernizing sport governance frameworks and importance of cultural change overcoming short-termism in order to ensure proper stakeholder inclusion in all decision-making processes were discussed among the main topics in 2017 EU Sport Forum in Malta.

The world is standing at the edge of a new technological revolution. Sport is not an exception. It will radically change the way players, teams, federations and arenas structure their working relationships. It could possibly affect and change the entire concept of organizational governance, also. Large hierarchical organizations are both imperfect and inefficient. As technologies develop, even the entire business world may be re-conceptualized. And it is very plausible that sport federations may evaporate and their place may be taken by new technologies.

### *3. A Code for Sport Governance – the UK example*

Though there is common understanding that there cannot be effective and value-adding one-size-fits-all solutions to sport governance. Sport organizations are simply too different in terms of size, resources and specific governance challenges – in and across sports and countries. Yet, noncompliance is best addressed through a problem solving strategy of capacity building, rule interpretation, and transparency, rather than through coercive enforcement. But the UK is leading by example!

A new Code for Sports Governance sets out the levels of transparency, accountability and financial integrity that will be required from those who ask for public funding. Organisations seeking public funding for sport and physical activity must meet new gold standards of governance considered to be among the most advanced in the world. Flowing from the principles (which are not themselves mandatory), are a set of mandatory requirements which each organisation seeking funding must comply with. The code also includes clear guidance to help organisations meet the requirements and raise standards.

Undoubtedly, the Code heralds a new era of sport governance in the UK. Provided adequate support is available and a suitable timeline for implementation is provided in due course, the Code could become the gold standard for sports governance on a global basis.

### *4. Athletes as the main actors in sport – active Citizenship*

It is clear that the principles of good governance require as much transparency as possible, to ensure the buy-in of stakeholders and participants in sport.

If stakeholders were to be included in the processes decisive of the very rules that regulate their activities, they would very likely experience a sense of “ownership”. That means, being as citizens of sport federation, they will come to see the decisions of the sport federation as their own decisions. Therefore, sport federations should focus on actual participation and active involvement for their main stakeholders.

Stakeholder theory is based on a rational model of behaviour insofar as it is assumed that stakeholder groups will be mobilised by a desire to protect/promote their interests. But some groups might be latent stakeholder groups. What turns latent or passive stakeholder groups into active groups?

For effective mobilization stakeholder groups not only need power, legitimacy and urgency, but also a series of additional tangible and intangible resources (including leadership and long term continuity of group membership).

However, once a stakeholder group has become mobilised the group generates its own momentum as the group becomes a reference point for individual identity. Though achieving initial mobilisation and developing right inertia over the short to medium term is a considerable challenge, this is the role and responsibility of sport federation to foster, mobilize and catalyse the athletes to become active stakeholders. This can be done through giving necessary competences and changing the culture of training and education.

### *5. Dual Career and social dialogue*

Dual career is a relatively new area for many professional sports but an exciting one which offers many challenges and opportunities for athletes to develop.

There are substantial benefits for athletes in being able to combine sporting career with education and/or work, including health-related benefits, developmental benefits, social benefits, and enhanced future employment prospects. Finally, dual career is a human right. But the most important thing is that the athletes themselves realise the importance of dual career preparation during their sporting lives and plan ahead.

The importance of dual career support for elite athletes is now recognised by the European Union and national governments. Dual career support needs to be a major area of focus for all stakeholders and sport federations. This will bring many benefits to the federations including better relations with sports stakeholders; improved engagement and communication with players; and better support from members.

And European social dialogue can be considered as initial tool for facilitating dual career in the sport sector. As a cornerstone of the European social model, it gives employers, athletes and sport workers the opportunity and instrument to shape labour relations in the sport sector through an autonomous dialogue in the general EU legislative and institutional framework. In addition, several potential European social partner organisations have expressed their interest in creating a social dialogue committee for the whole sport and active leisure sector.

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## FORCES AND FACTORS INCREASING COMPETITIVE ABILITY OF SPORTS CLUBS IN TURKEY

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### Background

The aim of this study is to investigate the competition structure of Turkish sport sector specific to professional football clubs according to Porter's Five Forces Framework (Diamond Model). Since professional football clubs are the biggest part of Turkish sports economics with its external circumstances, football clubs are chosen.

The general question of the research is what the influencing factors of competition at sport sector are. So the research question is whether there are any available management tools for clubs which they can use to improve their business competitiveness above and beyond the limitations of their maximum market size (Kassay and Géczi, 2016; 22).

### Methods

The basic aim in qualitative data analysis is to explore the knowledge which is grounded in the social reality (Özdemir, 2010; 324). Therefore, the method of the study is document analyzing by using secondary data and in-depth interviews as qualitative data analysis.

According to Porter (2008) however, managers define that competition occurs between direct competitors, the fact is competition is happening beyond established industry rivals as customers, suppliers, potential entrants and substitute products. Also the extended rivalry is composed of five forces. Although each industry should be analyzed within its own underlying structure, the drivers of profitability are the same. For industries the strongest competitive force or forces are not always obvious.

### Conclusion

It may be assumed that the competitive ability of the sports clubs mostly depends on the government's decisions and the capabilities to take advantage of them (Mozūraitienė, Jasinskas, Simanavičienė, 2011; 230).

Sports clubs have to look at the competition structure from a strategic perspective thus they can manage their increasing revenues and sources professionally. The forces and factors should be well defined and considered.

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## LIVING, TEACHING, AND STUDYING IN A CULTURE THAT IS NOT YOUR OWN

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### Background

Internationalization is a strategic priority for many universities around the world and is often contained within their mission statements and/or strategic plans (Danylchuk, 2011). There are a wide variety of methods to internationalize our teaching and learning curriculum. For faculty, this may include incorporating international content into one's courses, teaching abroad, collaborating with international research partners, and attending international conferences, to name but a few. A common method for students to internationalize themselves is to participate in a study abroad program, international exchange or internship, or complete a degree in another country.

### Purpose

Given the benefits and yet challenges of living, teaching, and studying in a culture that is not one's own, this symposium will highlight the extensive international experiences of the presenters who have lived, taught, and studied abroad. The symposium will be structured in four parts:

**Presentation #1:** This presentation will address experiences and best practices of living in a culture that is not one's own.

**Presentation #2:** This presentation will address experiences and best practices of teaching in a different culture, and will address some of the issues cited in the recent literature. In some cultures, for example, students are reluctant to participate in class discussions or to question the opinions of their professors and peers (Danylchuk, Baker, Pitts, & Zhang, 2015; Redden, 2017).

**Presentation #3:** The final presentation will focus on studying in a culture that is not one's own. According to the Organization for Economic Cooperation and Development's (OECD) 2014 annual review entitled "Education at a Glance", it is estimated that in 2014 the number of internationally mobile students surpassed the 5 million mark, and that by 2022 the number will reach 7 million.

### Question and Answer/Discussion

As one of the aims of this symposium is to provide an opportunity for the audience members to engage in discussion, the last portion of the symposium will be devoted to the sharing of experiences and ideas.

The intended audience of this symposium is any individual who may have the desire to live, teach, and study abroad, or who may had any of these experiences.

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## THE BENEFITS OF ADVANCED DATA ANALYTICS IN BASKETBALL: APPROACH OF THE MANAGERS AND COACHES OF LITHUANIAN BASKETBALL LEAGUE TEAMS

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### Background

Many industries use a variety of statistical models for decision-making, but industry so does not rely on analytical data as a professional sport (Davenport, 2014). Sports organizations management and control have a direct relationship with the sports teams and this relationship is called a comprehensive statistical analysis (Radovanović, Radojičić, Jeremić & Savić, 2013). Alamar (2013) argues that a detailed statistical analysis of the game activities is an important aspect in order to more accurately assess the player's market value. The aim of this study is to identify approach of managers and coaches of Lithuanian Basketball League teams to advanced data analytics in basketball.

### Methods

The sample consisted of 30 respondents (10 managers, 10 coaches, 10 coach assistants) of the 10 men's basketball teams. Managers and coaches of Lithuanian Basketball League teams had to fill online questionnaire, whose main focus was to identify their opinion to advanced data analytics. The questionnaire was designed based on scientific studies (Martinez & Martinez, 2011; Alamar 2013). Questionnaire scales tested SPSS 20.0 statistical analysis program.

### Results and Conclusions

The survey results showed, that in teams of Lithuanian Basketball League there is employees, whose main goal is to analyse performance indicators, statistical data of opponents and new incoming players. Majority of managers and coaches believe, that new information technologies of advanced basketball data could help to improve team performance results and draw more attention to basketball from fans perspective. Advanced statistics analytics is recommending teams to shoot more three point shots and drive to the basket more often, while avoiding shots from mid – range area. However there are still managers and coaches of Lithuanian Basketball League who believe, that a mid – range shot is a good and efficient shot in basketball. Managers and coaches of Lithuanian Basketball League teams believe, that advanced data specialists have a bright future in basketball industry, but first they have to prove, that advanced basketball data is important and could significantly improve team and players performances. Lithuania is a basketball country, yet a lot of organisations have difficulties using their financial resources effectively, so that is why the possibilities of advanced basketball data analysis is very important for teams managers and coaches. The correct use of limitless data would definitely help improve team performance and effectively use their financial resources recruiting the most efficient players.

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## STUDY OF PHYSICAL ACTIVITY AND HEALTHY HABITS AT THE PABLO DE OLAVIDE UNIVERSITY (SEVILLE, SPAIN) INDICATIONS FOR REORIENTING SPORTS POLICIES

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### Background

The objective of the study is to describe the practice of physical activity in university students of the Universidad Pablo de Olavide (UPO) in Seville (Spain) related to sex, career and healthy habits.

The university period is related to the abandonment of physical activity (Ruiz & García, 2007) and in which adolescents become part of adulthood and lose certain healthy habits. Therefore the sports policy of the university, knowing this information can facilitate and reorientation the offer of sports activities (Navarro, 2008).

### Method

2,014 students have participated (57.7% female and 42.3% male), with a margin of error of 1.92 and a 95% confidence level. The age is between 17-57 years old from all the degrees. For the study, was used the physical activity subscale of the "Questionnaire on lifestyles in university students" (Salazar et al., 2010).

### Results

We find that 32.62% of the participating university students "always" practice their physical activity or physical activity for at least 30 minutes three times a week, while 17.18% of university students "never" respond. The students of the Degree in Sciences of the Physical Activity and the Sport, followed of the students of Degree in Nutrition and dietetics are those that register a greater percentage of practice to the week, in front of the students of the degree of Degree in Social Work that obtain higher percentage of not performing corporal practice. The 11.57% of university students have been practicing some sport with competitive ends "always" during the last 6 months compared to 58.54% of the university students that it has "never" responded. It stands out the value of 20.77% of men who "always" train to compete, compared to 4.82% of women.

The students of the Degree in Sciences of Physical Activity and Sport, maybe because of the sports adherence, registered a higher percentage of competitive practice (53.7%), followed by the Degree in Economic Analysis (36.1%).

### Conclusions

1. In all degrees with the highest number of women enrolled, there is a lower participation in corporal practice.
2. The University Sports Service has to alleviate these deficiencies of participation and interest in competitive sport.

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## HE FOR SHE LOVES GOLF: AN EVOCATIVE AND CO-CONSTRUCTED AUTOETHNOGRAPHY

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### Background

We provide an evocative, co-constructed autoethnography of the first author's efforts to improve gender equity within New Zealand golf clubs. The New Zealand golf community has a membership split of 24% female and 76% male. Consequently, men are also over-represented in leadership positions, especially at club level. Whilst men have historically played golf in much greater numbers than women, there is nothing about golf which precludes women of all ages from playing, enjoying, leading, and succeeding in golf to the same level as men. The gender imbalance in membership and leadership positions is definitely "man-made". "She Loves Golf" is a New Zealand Golf initiative to promote women's golf participation. Central to She Loves Golf is the desire to change people's perception of the sport and increase participation.

### Method

Autoethnography involves situating personal experiences in the context of the setting and the wider culture (Schaeperkoetter, 2016). In an evocative autoethnography, emphasis is placed on the affective aspects of the autoethnographers experiences (Cooper, Grenier, & Macaulay, 2015). In co-constructed approaches, the role of the author is to write a narrative about their experience, which is then interrogated and developed with the support of co-author. Unlike collaborative autoethnographies, in a co-constructed autoethnography, only the lead author is immersed in the change process (Kempster & Iszatt-White, 2012). The lead author's experiences as a male advocating for greater gender equity within New Zealand golf clubs between 2014 and 2017 are examined.

### Results

The personal narrative is represented in 6 themes reflecting my most meaningful experiences: (1) Naivety and ambivalence (2) Lightbulbs and rude awakenings (3) Toe in the water (4) Frostbitten toes (5) Don't get mad, bring in the big guns (6) Boom! Watch the big guns fire.

### Conclusions

Every male should argue for greater gender equity at least once in his life. It is not that women will always need help; it is just that many males will not fully understand gender equity until they do.

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## THE IMPACT OF CULTURE ON THE OLYMPIC HERITAGE

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### Background

The sports and culture sectors play a significant role in generating benefits for the society. Most benefits, however, are quite difficult to measure and can therefore become neglected or entirely disregarded in discussions that concern allocation of scarce resources. The characteristics of culture assume nurturing, cultivation and protection of important values it embraces. The Olympic Heritage belongs to the effects of large -scales, especially in countries where Olympic Games took place. With that in mind, if there were no cultural awareness of this important matter, what would be the consequences of forgetting the importance of the Olympic values? Over three decades ago, Bosnia and Herzegovina (BiH) took part in the Olympic spirit. Nonetheless, how and in what way did it continue to maintain and nurture the Heritage of the Olympic ideal after the post-war devastations and during the transitional period? This paper attempts to examine the impact of culture and the importance of preserving the Olympic Heritage through promotion of the IOC's cultural plan in Bosnia and Herzegovina. Additionally, the aim of the paper is to look into ways of best possible use of the sport resources in order to create an atmosphere for the promotion of the culture within the country.

### Method

Through questionnaires' addressed to the sports federations that are members of the Olympic Committee of Bosnia and Herzegovina (over 30 sport organizations), this paper was used to inspect the value and direction of the cultural dimension of Olympic Heritage in Bosnia and Herzegovina. Trough Likert scale of 13 items question used, it also examined and reflected upon important values and potential development of cultural activities within the Olympic Movement realm in order to provide recommendations for the promotion of cultural values of the country in the future. Significance of differences and checks was determined using the chi - square test ( $\chi^2$ ). The association of questionnaire in this study was done by checking the measures of Spearman rank correlation coefficient.

### Results and conclusions

Considering the fact that there exists little research on the topic, the authors shall approach the work with a wider horizon of the overall situation, highlighting the elements of culture that are closely connected to the importance of preserving the Olympic Heritage, as well as promotion of culture trough sport in Bosnia and Herzegovina. In the future, Universities jointly with the Olympic Committee and NGOs could offer new cultural platforms that stand for the Olympic values, spreading of awareness and educating youth through sport and culture. The results of research that will be presented at the Conference in Kaunas, Lithuania (June 2017), may also be applicable to the Sports Development Strategy of BiH.

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## ORGANIZATIONAL GLASS CEILING BARRIERS TOWARDS WOMEN IN SPORT MANAGEMENT: CASE STUDY OF TURKEY

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### Background

When women executives in sport management are examined, it can be seen that there are very few women in top managerial positions in sport organizations. According to the literature review this is called the Glass Ceiling Syndrome. Glass ceiling is an unofficial barrier to workplace advancement, usually in regard to women or minority groups. These unofficial barriers include; multiple roles of women, preferences and perceptions, organizational culture and policies, lack of mentoring, communication networks, stereotypes and discrimination against women. We can gather these barriers in three titles, such as; individual, organizational and communal glass ceiling barriers.

In this study the aim is to find out which kinds of organizational barriers women face in sport organizations in top managerial positions. To find out this, a sample of six women top sport managers were included in the study. They were all assumed to break the glass ceiling and have reached top managerial positions in Turkish sport. Interviews were made with 6 women, which took approximately 50 minutes each. Content analysis were made in qualitative data analyze programme Nvivo-8.

### Results and Conclusions

As a result of the study it was found that the organization structure and the organization culture in workplace are the most important barriers women face in their careers, The second and following barriers were found to be; the men's point of views according to women managers in workplace, mobbing issues towards women, men majority informal networks in sport environment, lack of women role models and mentors and finally other women in the workplace were effective as a glass ceiling in their careers.

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## EXAMINATION OF EFFECTIVENESS LEVELS OF PHYSICAL EDUCATION TEACHERS IN TERMS OF DIFFERENT VARIABLES: SAMPLE OF ESKİŞEHİR

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### Background

Growth and the change in educational sciences cause some of the educational concepts to be discussed again. In connection with this, qualifications of educators are also discussed and The concept of "teacher effectiveness" comes to the forefront in changing and transforming educational activities. Effective physical education teachers will be pioneers in training both physically and mentally healthy individuals. In this context, the aim of this study was to investigate the teacher effectiveness levels of physical education teachers who work for institutions affiliated to Eskişehir National Education Directorate in terms of availability of sports facility, school level and length of service.

### Method

261 physical education teachers were participated in the study. Questionnaire for Self-Evaluation of Teacher Effectiveness in Physical Education (SETEQ-PE) which is developed by Kyrgiridis et al. (2014) and adapted to Turkish culture by Ektirici et al. (2016) was used as data collection tool. The adapted scale is a 7-point Likert scale and consists of 21 items and 6 subscales. The data was analysed by SPSS 22.

### Results

According to this research, statistically significant difference was found between Student and Teacher Assessment, Application of the Content of Physical Education, Use of Technology, Teaching Strategies, Lesson Implementation subscales in terms of availability of sports facility ( $p < .05$ ); Student and Teacher Assessment, Application of the Content of Physical Education, Use of Technology, Teaching Strategies, Lesson Implementation subscales in terms of school level ( $p < .05$ ); Student and Teacher Assessment, Application of the Content of Physical Education, Use of Technology, Teaching Strategies, Lesson Implementation subscales in terms of length of service ( $p < .05$ ).

### Conclusions

It can be concluded that lack of sports facility has a negative impact on the effectiveness of teachers. Teachers who work at high schools evaluate themselves more effectively when compared to teachers who work for secondary schools. The increase in length of service has a positive impact on lesson implementation and integration of physical education course content into the process. These results are similar to the literature (Yılmaz et al., 2010; Gülüm & Bilir, 2011; Fives & Buehl, 2010).

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## BASKETBALL, THE NATIONAL BASKETBALL ASSOCIATION AND AN ANALYSIS OF US SPORT DIPLOMACY

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### Background

The sport of basketball has become one of the most popular team sports around the world, second in some parts of the world to the “beautiful game” (soccer or football) (Martin, 2014). The host country for this WASM conference (Lithuania) has developed a great love for the sport and has produced some of the best teams and players in the world. With the popularity of basketball, the United States government has attempted to take advantage of this worldwide familiarity and has used basketball in its sports diplomatic efforts over the years. The US has recognized, as Nelson Mandela articulated, that “Sport has the power to change the world..... to inspire. It has the power to unite people...It speaks to youth.....Sport can create hope.....It is more powerful than government in breaking down racial barriers” (Mandela Foundation, 2000).

The National Basketball Association (NBA) has become a willing partner with the US government, lending its name, teams, coaches and players to the diplomatic efforts on behalf of the US Department of State and the Education and Cultural Affairs office. The NBA Hall of Famer Shaquille O’Neal visited Cuba as an official sports diplomat after the historic visit of President Barak Obama to Havana in 2016 (US DoS, 2016).

### Method

This study will examine the use of basketball and the involvement of the NBA in sports diplomacy on behalf of the United States. There will be ethnographic elements, but the researchers will also analyze documents and conduct a literature review relative to the DoS Sports Grants, Sports Visitors, Sports Envoy and Sports United programs to investigate the involvement of basketball in all of their sports diplomacy programs.

### Results and Conclusions

The study will show what basketball playing countries were targeted by US diplomats. Who was involved in these efforts? The NBA’s impact will be discussed in the presentation. We will further study and present how the NBA is attempting to utilize basketball’s popularity to develop their brand with programs like Basketball Without Borders and more recent efforts to establish basketball academies in places like India and Senegal (Imray, 2016).

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## THE EFFECT OF THE ORGANIZATIONAL PERFORMANCE IN THE HIGH PERFORMANCE LEVEL IN SPORT

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### Background

The high performance in sports is one of the main objectives in every sport organization, as achieving that goal can guarantee their long term sustainability. The corporate performance management is a key element for the success of a sport organization (Bayle y Robinson, 2007). Strategic management of sports is becoming more important than ever, depending on possibilities, goals, needs and specificities of each organization. This paper aims to explore the performance management in a sport organization, as a factor which impacts sporting results, in particular in the high performance level.

### Method

During the last few years, several studies have highlighted the importance of organizational performance in sports management. This is most likely due to the impact of performance on sporting results. Both private and public organizations direct their resources to sport-non-profit entities, looking for a better return rate for their capital. Here lies the proliferation of control measures to guarantee adequate efficiency across the organization (O'Boyle, 2015). Among the tools available for improving organizational performance: SPLISS, SFAF and CPA. The management of High Performance showed a correlation between technical excellence of athletes and Existing financial capabilities. Financial performance is one of the key dimensions of the organizational performance. Good relations with different organizations make it possible to remain in a safe and developed system to enhance sporting performance and achieve maximum progress. Therefore, another indicator to evaluate the performance of an organization is their communication strategy. Another significant indicator will be the sustainable development, which implies that the organizations keep growing continuously, promoting the most advanced techniques, improving the athletes ability and capabilities to win.

### Conclusions

Any organization needs to reflect on how it can make better and more productive use of the funds held. With good financial management could reach high returns and survive over the long term.

To achieve a good performance the organization has to be effective and efficient, keeping with strategic objectives and creating added value. Although human resources are important, material and financial resources should not be underestimated for the sport performance; indeed, there is much greater interdependence between them (Turcu & Simion, 2010).

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## SUCCESSFUL SPORTING DEVELOPMENT ENVIRONMENTS, A STUDY ON SPORT ENVIRONMENTS THAT MANAGE TO CONTINUALLY PRODUCE TOP-LEVEL ATHLETES

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### Background

The Athletic Talent Development Environment model (ATDE) was developed by Henriksen (2011) to describe the framework of successful talent environments. Bronfenbrenner's bio-ecological model of human development, (1979) that focused on the context and its microsystem, meso-system, and macro-system was transferred to the sport context through the ATDE model. According to (Alfermann & Stambulova, 2007) successful talent development environments in sport are defined as *teams or clubs that manage to continually produce top-level athletes on the basis of their junior athletes, and provides them with resources for coping with future transitions*. Further Henriksen (2010) introduced the Environment Success Factors model (ESF) with the purpose to capture the interactions, activities, resources, etc. within the environment. These total resources are, according to Larsen (2013), significant for the transition to senior elite level and facilitate the step into professional sports.

The aim of this project was to study, describe and analyse the characteristics of sporting environments, i.e. sport club, academies etc., that continually produce top-level athletes to national and international level. The project studied the dynamic process and interaction between athletes, coaches and other significant persons through a holistic and comprehensive coverage of successful Swedish talent environments. Underlying research questions: How can the successful environments empirically be described? How are the talent programs presented through official documents? How do different actors, – athletes, coaches, parents, managers etc., – describe the environment? Further the purpose was to develop a model that can describe the environments and be used as a tool for developing processes.

### Method

The project was carried out in two steps: (1) Interviews made with representatives from 12 Swedish sport federations to identify successful talent developing environments, i.e. academies or sport clubs. (2) Interviews with coaches, talent directors, regional development managers etc. within 6 Swedish sport federations: Athletics, Basketball, Football (Soccer) Ice Hockey, Swimming and Tennis.

### Results

The study identified several common factors of significance for developing of successful elite athletes. The factors were structured into five main groups: (1) A culture characterised by a clear structure, (2) A holistic view to the athlete, (3) Good training facilities, (4) The composition of and interaction in the training groups and (5) High competence in the group of coaches. From these factors three main themes were developed: (1) Social factors, (2) Organisation, culture and material resources and (3) The sport and pedagogical competences of the coaches.

### Discussion

The analyses show the significant importance of competence among coaches and managers. Their competence and approach influence culture, organisation, use of available resources, the composition and interaction of the training groups. The long-term success of the sport environment is depending, not only on the competence of the coaches, but on the recruitment and development of the coach team. Finally a developed ecological model is presented to describe the avoidable factors of the development environment.

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## **“BIG LEAGUE”: HOW AMERICAN SPORT EXPLAINS DONALD TRUMP**

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### **Background**

Hari Kondabolu once joked, “Politics and sports are the same thing in some ways.” If so, perhaps the biggest sport upset in recent times was Donald Trump’s win against Hillary Clinton. While Clinton utilized messages of consistency, international expertise, and temperament, Donald Trump leveraged fear, American exceptionalism and protectionism. Branding himself an outsider, he brazenly disregarded traditional campaign practices and leveled accusations against his opponent, the American media and political establishment. Written off as a serious threat to a Democratic victory, even up until Election Day, as the ballots were counted across the country, the clock ran out for Clinton. And in a year when even the Cubs could win a championship, Trump showed that in sport and politics, anyone can win. Americans have explained Trump’s victory through the impact of fake news, white working class anger, and a flawed message from the Democrats. Can we also consider the ways in which American sport culture contributed to this outcome? How does American sport explain the rise of Donald Trump’s presidency and political philosophy? Do fans embrace similar narratives in both the stadium and the ballot booth? This presentation highlights, explores and analyzes the linkages between American sport culture and political “Trumpism.”

### **Method**

Utilizing sociological and political theory, sport narratives, consumer behavior and branding knowledge, the author explores the interdisciplinary interplay between American sports and American politics.

### **Results**

This presentation considers several key ways that American sport explains the rise of Donald Trump and success of several of his campaign’s messages/ideologies, including:

- Racism/xenophobia/sexism/classism in sport and politics
- New brands of regressive/aggressive populism on the political spectrum and in the sport stands
- Brand vs. Person – What can we learn from Tiger Woods & Donald Trump?
- Revolution as a brand
- What do the Concussion crisis and “build a wall” have in common?

### **Conclusions**

When considering American sport and political culture, it becomes apparent that shared themes form the basis of both sport fan identities and political partisanship. Understanding how these narratives create successful messaging in both areas of American life addresses many challenges and social conflicts in American politics and sport.

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Greenberg, R. (2014, April 23). Comedian Hari Kondabolu on political humor, Matthew McConaughey and his new album ‘Waiting for 2042’. The Washington Post. Retrieved from <http://www.washingtonpost.com>

## ASSESSMENT OF COMMUNICATION SKILLS: SPORTS CLUBS EMPLOYEES CASE

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### Background

The importance of effective communication skills in today's workplace is now widely recognised (Robles, 2012). Sport industry is not an exception. These skills helps successfully energize and motivate clients to participate in sport activities, also leads to customer satisfaction (Nigg, 2014). Recent research has identified interpersonal communication skills as a critical attributes for sport organizations employees (Fominienė, 2016), but there is little research that would assess such skills and disclose guidelines for their improving. The object of the research – communication skills and the aim is to assess the sports clubs employees' communication skills.

### Method

A quantitative research method – a survey in writing - was used. Questionnaire was made of six statement scales of interpersonal communication skills. A total of 93 sports clubs employees took part in the research. Data were analysed using univariate and multivariate statistics on SPSS Version 17.0 .

### Results

It was estimated that 38,4 % of the respondents communicate their thoughts and ideas by using words that are easily understood. 27 % have perfect developed ability to use voice when speaking to people and 25,4 % have perfect developed consulting skills. More than a half of respondents have satisfactorily developed abilities to listen (66,5%), to consult (64,9%), to persuade (63,2.0%) and express ideas in words (61.1%). Such skills as body language and questioning are develop worst (34,6 % and 29,2 %). Having analysed communication skills with respect to gender significant differences were determined ( $p > 0.05$ ).

### Conclusion

Most of the sports clubs employees demonstrated excellent or good-grown communication skills. However some skills such as body language and questioning are developed weaker. Communication skills can vary compared by gender.

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## TRAVEL INTENTION AMONG BRANDED FAN COMMUNITIES – AN EXAMPLE OF THE DFB FAN CLUB NATIONALMANNSCHAFT REGARDING THE 2018 FIFA WORLD CUP RUSSIA

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### Background

This study is focused on a branded fan community whose members feel strongly connected with their national team. In particular, it is focused on the Fan Club Nationalmannschaft which was founded by the German Football Association (DFB) to strengthen support of the German squad for international matches. As the 2018 FIFA World Cup Russia is right around the corner, this study examines past travel behavior of fan club members and their intentions to travel to Russia. This will help to better understand the needs of members and will allow the DFB to arrange appropriate travel offers for the tournament. Additionally, this study shall contribute to the body of knowledge in sport tourism and shall shed light into the characteristics of fan clubs national teams.

### Method

The author executed a complex online survey addressed to members of the Fan Club Nationalmannschaft in regards to membership, team identification, satisfaction, and travel behavior. The link to the survey instrument was sent out via the official fan club newsletter. In total 520 members responded to the survey. A descriptive data analysis was applied. Additionally, the author is in process of conducting confirmative factor analysis (CFA) and structural equation modeling (SEM) to apply the framework of value co-creation focusing on team identification, fan satisfaction and loyalty (Woratschek, Horbel & Popp, 2014) for the fan club national team.

### Results and Conclusions

Although there has been various interest among scholars to study intentions of attending mega-events (Kim and Chalip, 2004, Neirotti and Hilliard, 2006), evidence-based information about performed attendance remains underdeveloped (Funk et al., 2009). This accounts particularly for passive sport fans supporting their favorite sport teams during mega events. Motives and constraints play an important role in a person's travel decision making. Crucial intrapersonal resp. interpersonal factors such as monetary costs, long distance travel, family obligations, as well as structural factors of the host destination such as health and safety risks may be perceived as travel inhibitors (Kim and Chalip, 2004). The author found out that 67% of the respondents rated themselves as 'very committed' football fans. Thirty six per cent pointed out to be highly loyal towards the team 'Die Mannschaft'. Around one-third (35%) took already part in official fan club travels in the past like to the 2014 FIFA WC Brazil. Main travel were 'to support the German national team' (82%), 'to experience the unique WC atmosphere' (77%), 'to get to know famous stadia' (62%), and 'to see both WC and touristic highlights' (50%). Ninety two per cent of the participants were very satisfied with those travel offers and showed a high willingness (93%) to travel again.

In regards to the upcoming 2018 FIFA WC Russia, the majority (58%) indicated to be interested in an official DFB travel package. Respondents highlighted 'high costs' (19%) and 'existing crime and corruption' (20%) in Russia as the main travel constraints. Next to the characteristics of travel behavior, the author aims to also present the results of the value co-creation framework adopted to the fan club national team during the 2017 WASM conference in Kaunas.

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## BRAZILIAN SOCCER CONSUMER: FACTORS THAT LEAD TO THE STADIUM

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### Background

Sport marketing actions' objectives are satisfying, retaining, and increasing the "sport consumption" (Morgan & Summers, 2008). Football is the major sport in Brazil, however, attendance in stadiums in 2016 accounted for 23% of the top 10 Brazilian football clubs' revenue. Brazilian national championship presented an average of 15,200 fans and occupancy rate was 40%, despite the new arenas built for 2014 World Cup, while in the five main European championships the average was 30,000 fans with 76% of occupancy rate. Considering the need to generate consumption that, in this case, represents attendance in stadiums and revenues for Brazilian clubs, this background aimed to show which factors motivate Brazilian fans to go to football stadiums.

### Methods

To achieve the proposed aim, the Motives for Attendance Scale (MAS) questionnaire (23 questions) (Carvalho et al., 2013) was adapted and applied on Brazilian context. The questionnaire was applied in a sample of 488 fans that had attended in "old" stadiums of São Paulo City before the 2014 World Cup. Collected data were analyzed through the Exploratory Factor Analysis (EFA) performed by SPSS.

### Results

Five factors were identified, which can be considered the main groups of motives that lead fans to attend stadium football matches: sportscape/entertainment; sociopsychology/soccer; price/access; level of play/proximity; and marketing actions. Remembering that in an EFA, a factor always has a greater explanation than its successor. Other results founded in similar studies that used the MAS questionnaire: in Belgium (Carvalho et al., 2013) the factors were: sociopsychology, sportscape, marketing actions, and level of play; in Portugal (Carvalho et al., 2014), were: sociopsychology/soccer, proximity, sportscape, and price.

### Conclusions

Excluding sociopsychology and level of play/soccer, all factors are directly managed by clubs' marketing departments. Football clubs can execute actions, with emphasis on entertainment and marketing, to respond fans'/consumers' desires and to motivate them to go more often to stadium games. New studies can be done to detail actions related to each identified factor as well as to apply the questionnaire in new realities or to identify fans' behavior changes.

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## ISO 20121 & THEORY-U: A NEW WAY TO MANAGE SPORTING EVENTS

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### Background

The London Olympic Games were a real turning point for the sports event organization sector thanks to the introduction of the BS-8901 standard that provided a set of guidelines to facilitate the planning and management of sustainable events. From this point, ISO drafted the guideline: ISO-20121 “Sustainable events: Event Sustainability Management Systems”. It is important to highlight that, although this norm is part of the ISO standards, it does not require certification by a third body.

### Method

To conduct our study, we collected a sample from the 44 Italian Sport Federations to verify their knowledge of ISO-20121. In the first step of the work we used a questionnaire that covers each phase of the organizational process of events as ISO-20121 suggests, to verify the Federations’ understanding and compliance with the standard. As those responding didn’t apply this guideline we send a second questionnaire to understand whether their nonconformity stemmed from not being familiar with the regulations. We also enquired about their interest in learning about them and whether they wanted to implement the event organization with a new HR management tool (Theory-U).

### Results

Analyzing all the data collected from the questionnaire, we notice that, above all, one of the most relevant features was a lack of motivation in regards to environmental sustainability. Another issue that arose is that of stakeholder engagement or lack thereof, probably due to the Italian National Sport Federations being in an early stage of the sustainability process. From April to June we had the opportunity to apply three of the Theory-U tools in the organizational process of some events. Additionally, we noticed that our sample is not taking into consideration nor requiring feedback from the event’s stakeholders to improve the coming events, starting from the collected feedback.

### Conclusions

We found that the tools of Theory U, which develop individual and collective awareness, promote listening, dialogue and mutual trust in the group of relevant stakeholders, can effectively be applied to facilitate the introduction and adoption of sustainability principles into the planning and management of events (following the ISO 20121 guidelines).

All Federations are interested in deepening their understanding of ISO 20121 guidelines, in order to apply them, especially if the support of a University that could follow them through all the organizing process were to be shown.

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## IMPLEMENTATION AND USE OF THE NEW TECHNOLOGIES IN FITNESS CENTRES. THE CASE OF SPAIN

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### Background

The increasing demand of physical activity in recent years has contributed to the expansion of the fitness industry (García-Fernández et al., 2015). The offer of new technologies for the sport industry has considerably increased as a result of the implementation of new wearable devices and mobile applications to interact with the fitness equipment or to achieve better training results. Therefore, the objective of this research was to identify the preference of use of this technology inside and outside the fitness centres in Spain.

### Method

This research is part of a sectorial study of the fitness industry a national level in Spain. A self-administered questionnaire designed adhoc was supplied to customers of fitness centres all over Spain. 105 fitness centres belonging to a 9 fitness & wellness chains participated in this study; collecting a total of 19,911 answers. The descriptive data about the reasons and use of the technology were collected through the questionnaire. Moreover, the GAP between applications and centre support regarding what customers truly demand was also collected.

### Results

The 76% of customers did not use any of the applications provided by the sport centres. The most demanded applications among the remaining 24% were those for monitoring, recording and controlling the workouts for a greater engagement and improvement (98%). Moreover, the 34% of participants who did not use any applications expressed a lack of knowledge and explanation from the sport centre as the main reason for not using them.

### Conclusions

This investigation provides evidences about the use of applications and new technologies in fitness & wellness centres in Spain. Increasing the experience of customers is essential to increase the loyalty of customers (Yoshida et al., 2014). However, there is great difference between the technology use for customers and the applications provided by fitness centres. Therefore, it is required to provide applications to record and share workouts performed by the user. Furthermore, fitness industry should use as reference the applications directed to perform physical activity outside the centres.

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## GOLF'S PLAYERS INJURIES

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### Background

The main objective of this study was to carry out a systematic review of the main injuries that affect the player of a golf course. Although the sport of golf is a low-risk sport, increasing its popularity, accessibility and participation has also increased injuries, not only in professionals but also amateur practitioners, either by malpractice or by overload. The knowledge of this information focuses on the most recurrent injuries, it is the best way to help in the daily work of review to other professionals as sports physicians, physiotherapists and / or rehabilitation trainers/ sports therapists. Golf is considered to be a moderate risk of sports injury (Therriault and Lachance, 1998). The annual prevalence of golf-related injuries in amateur players is estimated between 25.2 and 62.0% (McCarroll, 1996; Therriault and Lachance, 1998).

### Method

A review has been made (electronic database Scopus), choosing among from the academic texts and investigations found (only articles) covering the period between December 2012 to March 2013 and another review, during May and June 2014. There were no significant differences in both periods.

### Results

The results show 5632 articles with "golf" word, after different analysis it was excluded the topic not interested for the study, the final sample was of 159 relevance articles referee to the most common injuries that occur to users (players) of the golf world. They are can divided in 10 sections, also we can considered a percentage of incidence for this type of pain: 1.- Elbow (12,5%); 2.- Wrist (4,4%); 3.- Injuries due to pain tolerance-overexertion (13,2%); 4.- Physical damage caused by golf practice (7,5%); 5.- Skin injuries (4,4%); 6.- Stress, injuries (physical) (11,9%); 7.- Lower physical train (10,06%); 8.- Back: lumbar Pain (20,75%); 9.- Shoulder (9,4%); 10.- Children injuries (5,6%); 11.- Total (100%)

### Conclusions

The Lumbar pain is the most common complaint experienced by amateurs and professionals.

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**MOBILE APPLICATIONS FOR SPORT MANAGEMENT: THE CASE OF QOPTIMA**

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**Background**

Bellman, Potter, Hassard, Robinson and Varan (2011) indicate that mobile applications (App) are a promotional tool that can generate visibility, obtain a positive image of the brand and obtain information. In the case of health-related App, there are currently more than 31,000 (Lister, West, Cannon, Sax and Brodegard, 2014). Precisely sport is considered as an industry inserted in the health sector, and the growth of said App is exponential (Sañudo, 2016). However, most of them relate to training or health of the user, and few are geared to the needs of sports managers.

To answer the lack of App for sports managers is created Quality Optima (Qoptima). Its objective is to create a computer solution that responds to the needs of sports managers in relation to daily tasks, knowledge sharing and continuous training. Specifically, the mission it proposes is to help the sports management sector, in its function of optimizing the total quality of sports services.

**Method**

Evaluating the current state of its organization and contrasting the situation of the organization in front of others of the same level, managing to increase the quality perceived by the users of the organization. Likewise, the vision is to be the reference platform of internal and market analysis for the managers of the sport, as well as a tool of aid for managers and researchers of the sector.

**Results**

Qoptima has manuals of technical recommendations in sports facilities; A specific space for suppliers specialized in sports equipment; Current news through magazines for sports managers; Information on associations, federations, conferences, congresses and courses of sports managers; And specific check lists to measure the accessibility and safety of sports facilities and sporting equipment, to be able to know their qualification regarding another time or with respect to other organizations.

**Conclusions**

In conclusion, Qoptima arises as an App that offers resources of interest not only for the sports manager, but to achieve a higher quality sports organization.

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## CUSTOMER LOYALTY IN FITNESS CENTERS: DIFFERENCES ACCORDING TO MILLENNIALS, BABY BOOMERS, AND GENERATION X AND Z

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### Background

“Generational cohort theory” makes reference to groups of population born in the same period with the same or similar experiences (Inglehart, 1977). Highlighted are the Millennial generation (1982-2000), Baby Boomers (1943-1960), Generation X (1961-1981), and Generation Z (> 2000).

Studies in the sport sector have examined consumption according to generation (Stevens, Lathrop, and Bradish, 2005). However, there is a gap in the literature regarding how loyalty differs among generations. The purpose of this study was to analyze customer loyalty in fitness centers according to the generation of the client.

### Method

The sample consisted of 15,725 clients (8,423 women and 7,302 men) from 55 fitness centers in Spain. An online ten point Likert scale questionnaire was used to measure the following items: quality, perceived value, satisfaction, and future intentions (García-Fernández, Gálvez-Ruiz, Vélez-Colon, and Bernal-García, 2017). A confirmatory factor analysis (CFA) was conducted to assess the structural model for each group. A structural multigroup model was estimated, comparing the relationships working with client generation taking into account the four groups previously described.

### Results

CFA showed an adequate fit for the entire sample [ $\chi^2(48)=7179.92$  ( $p<.001$ );  $\chi^2/df= 149.58$ ; RMSEA=0.097 (CI=0.095, 0.099); CFI=0.97; GFI=0.92; TLI=0.96; IFI=0.97], even the ratio  $\chi^2/df$  was high as the  $\chi^2$  statistic has been shown to be sensitive to sample size. Multigroup analysis among the age groups, both the unconstrained model [ $\chi^2(192)=7536.52$  ( $p<.001$ );  $\chi^2/df=39.25$ ; RMSEA=0.049 (CI=0.048, 0.050); CFI=0.97; GFI=0.92; TLI=0.96; IFI=0.97] and the model constraining the structural weights [ $\chi^2(231)=7627.77$  ( $p<.001$ );  $\chi^2/df=33.02$ ; RMSEA=0.045 (CI=0.044, 0.046); CFI=0.97; GFI=0.91; TLI=0.97; IFI=0.97] showed acceptable adjustments.

The relationship between quality and value was similar in the four groups ( $\beta$  between .89 and .93). Furthermore, the strength of the relationship between quality and satisfaction, as well as satisfaction and future intentions progressively diminished as age increased. On the contrary, the strength of the relationship between value and satisfaction as well as value and future intention showed stronger as the group increased in age.

### Conclusions

In conclusion, the relationship between the variables quality, value, and satisfaction and loyalty will demonstrate stronger or weaker according to the generation.

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## SPANISH PATENT TUTIGOOL: NEW ANTI-TIP SYSTEM FOR HANDBALL/FUTSAL GOALS TO GUARANTEE THE SAFETY IN THE GAME AND TO REDUCE THE RISK OF INJURIES

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### Background

Security is a state of the human being, essential for its development, (Gómez-Calvo, 2005). The psychologist Maslow (1908-1970), places *security needs* in the second tier of his Pyramid, just above the basic physiological needs. The main objective of Sports Managers, coaches, teachers, etc. is to establish a safe environment for users of public and/or private sports spaces; as determined by the Directive 2001/95/EC of the European Parliament and of the Council of 3 December 2001 on general safety of the products and the protection of public health.

### Method

In Spain there are 1-2 accidents a month with sports equipment, and results of sequelae and/or permanent deficiencies in 30% of cases. Even more dramatic situations such as the death of children by disabled or even non-existent anti-tip systems. Since the year 2000, there have been 16 deaths caused by the sports equipment of handball/futsal goals (Gavilán, 2011).

### Results and Conclusions

A novel system has been created in Spain for the elimination/reduction of this type of accidents. This system even improves the existing regulations BS EN 749:2004 "Playing field equipment. Handball goals. Functional and safety requirements, test methods". A DOUBLE permanent ANTI-TIP SYSTEM is used, the STABILITY of the goal posts in any part of the field or track is guaranteed, and the SAFETY of the users at all times, favouring the absorption of impacts during the game as they are not attached to the ground. The material used for its manufacture, is recycled rubber, the same as the floor of playgrounds, it contributes to the protection of the environment, and is adaptable to the majority of goals (exterior and interior) of the market and national and international manufacturers. Tutigool improves the normative BS EN 749:2004 and complies with EN 1177:2008 "Impact absorbing playground surfacing: Safety requirements and test methods". The Tutigool Anti-tip System has the endorsement of use in different sports championships, at European and world level:

- a) The 9th European Universities Futsal Championship (2013)
- b) The 14th World University Futsal Championship (2014)
- c) The 23rd World University Handball Championship (2016).

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## PRIORITIES, AUTONOMY, AND VALUES IN SPORT MANAGEMENT. DIFFERENCES BETWEEN THE PUBLIC AND PRIVATE SECTOR

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### Background

Literature on Sports Management has put the effort on analyzing differences and similarities between the private and public sector. The goal is to define their culture and identify areas in which both can learn from each other (Boyne, 2002). However, the implementation of programs in Sports Management is limited. The aim of this study is to analyze differences and similarities in managing sports facilities from the perspective of private and public managers.

### Method

A transversal study is performed, based on the use of surveys to know managers' opinions. Responses from 47 public- and 18 private- managers were collected using an online survey. This survey was composed of several validated scales. More specifically, the problems-priorities scale (Gallardo et al., 2009), the autonomy scale (Desmarais & de Chatillon, 2010), and the values scale (Van der Wal et al., 2008) were incorporated to the analysis. In the first one, the managers should answer with their opinion about the importance of different management issues divide in material resources, human resources and customers, by likerts scales. In the second one, the questions are divided in likert scales about autonomy, room of maneuver and support. The last one is a questionnaire that includes 20 organizational values, and the managers must select the five most important.

### Results

In general, the private and public cultures of management in sports facilities have more similarities than differences. The private sector is more concerned about satisfaction, loyalty and acquisition of clients in terms of priorities ( $p < 0.05$ ). Although the private sector holds higher levels of autonomy, no significant differences in the perception of autonomy are found ( $p > 0.05$ ). Finally, the main values are quite similar. Public and private managers coincide in four of the five most important values. However, while the private sector is more interested in innovation, the public sector focuses on legality.

### Conclusions

Differences between the private- and public- management of sports facilities are not too big. The public management system is moving increasingly closer to the business culture. Thus, although goals are very different, the means are becoming very similar.

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## INTEGRITY AND CORRUPTION IN SPORT: AN ATTEMPT AT CONCEPTUAL CLARITY

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### Background

The root of corruption is generally thought to be the Latin *corrupts*, the state of being rotten, decayed, transferable to the morally unsound state of being degenerate, decadent and deprived. The analogy with disease is clear. The concept of corruption is the antithesis of integrity (wholeness, truth), another concept widely employed in modern sport (Gardiner, Parry & Robinson, 2017). The paper is based on the contention that both the terms 'corruption' and 'integrity' are significantly under theorised and under conceptualised within sports particularly in their use by a range of organisations fighting corruption in sport, which constitute what can be termed the 'sports integrity industry'.

The 'sports integrity industry' reveals: different narratives about integrity amongst the different groups; a lack of integration between the different views of integrity in sport; and the danger of imposing a corporate model of (behavioural-based) integrity; a limited and unsubstantiated understanding of the essence of sports-related corruption is promulgated.

A brief examination will be made of the use of the terms integrity and corruption by a range of bodies within Europe and wider internationally as part of the sports integrity industry. This identifies different level of depth and sophistication of the meanings given to the terms. The paper concludes that as far as effective engagement with corruption, The European Union has a role in encouraging sport needs to look beyond its own experience and be conscious of the wider debate concerning integrity.

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## FOSTERING AND INHIBITORY FACTORS OF THE ENTREPRENEURIAL INTENTIONS OF SPANISH SPORT SCIENCES STUDENTS

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### Background

The sport sector is growing and it is constantly changing, so entrepreneurialism is a key factor in this industry (Ratten, 2012). Hence, it is important to understand what factors shape the entrepreneurial intentions of students to develop policies to foster entrepreneurial behavior (Barkovic & Kruzic, 2010). Therefore, the aim is to analyze the relationship between the entrepreneurial intentions and different skills (opportunities recognition, creativity and, development of new services) and socio-personal variables (gender, work experience, entrepreneurship training and close entrepreneurs) of the sport sciences students, as well as discover the main barriers that they find.

### Method

A survey composed by the EIQ (Liñán & Chen, 2009), the entrepreneurial skills scale of Liñán (2008) and the barriers to be an entrepreneur scale of Moriano, Palací, and Morales (2006) was administered to 245 university sport students pre-graduated of two Spanish universities. According to the gender, 82.3% were men and 17.7% were women, with a mean age of 22.55 ( $DS = 2.92$ ).

### Results

A model that helps to explain the profile of the university sport science students with entrepreneurial intention was obtained. The data showed that it was able to predict correctly the 71.7% of the cases and it explained between 24.3% and 32.5% of the variance of the dependent variable.

Statistically significant differences were obtained for the associations given between work experience, the knowledge of close entrepreneurs and the ability to recognize opportunities, with a positive relationship between all of them and the dependent variable ( $\beta = .90$ ;  $\beta = 0.73$ ;  $\beta = 0.76$ ).

Finally, the most important barriers that they found to be an entrepreneur were the lack of subsidies (5.81;  $DS = 1.13$ ) or funding (6.05;  $DS = 1.30$ ), followed by the lack of advice and training (5.16;  $DS = 1.57$ ).

### Conclusions

Factors that characterize sports students with entrepreneurial intentions need policies to be developed. Universities should increase internships period, develop the ability to recognize opportunities and bring entrepreneurs from the sport sector. Moreover, it should be minimized or found solutions to the barriers of funding and training mainly. Thus, it would be increased the number of entrepreneurs in the sport sector.

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## CULTURE AND CULTURAL DIVERSITY (CULTURE FOR BETTERMENT OF SPORTS AND SPORTS CULTURE)

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### Background

Ancient Indian rishies (sages) believed in “shareeram adyam khalu dharma sadhanam” which means a healthy body is definitely the best tool for performing one’s duties. The yoga & suryanamaskar are the purest and most sublime forms of physical exercise for tuning both body and the mind. Ancient Indian philology had a holistic approach of looking at body, mind and the intellect as a whole. as our forefathers” believed in the principle of a healthy mind resides only in a healthy body”. This school of thought had influenced their system of education, performing arts and leisure activities as well. The physical fitness and sports played an internal role in shaping this vibrant and dynamic culture of India. Under gurukula educational system of ancient India the children had to undergo vigorous training which included yoga, meditation, academics, self defense and even weapon training like sword fight, archery.

### Method

Play time of rural youth of India includes games like Kabaddi, kilithattu etc involving quick movements which can be effectively used for sharpening reflexes of our athletes. Maipayattu of Kalarippayattu which is the oldest martial arts is very effective in developing reflexes as well as flexibility for exercising proper control over mind and muscles of athletes. Likewise kathakali is a vibrant classical dance form of Kerala also has similar potential.

### Results

Formulation of a training programme dovetailing the essence of rural games and the Kalari Chikilsa (Traditional Sports Medicine) and Maipayattu of Kalarippayattu together with training imparted kathakali alongside yoga / suryanamaskar in an appropriate manner to suit the needs of various sports disciplines holds the potential of boosting the performance level of athletes with better control and coordination of mind and muscles without injuries and ailments.

### Conclusions

This is essentially a new concept of grooming sports persons aiming to produce a new generation of athletes with excellent control over their body and mind with an entrily new mind set for leading a cleaner and safer sports career free from dopping and other evils plagueing sports arenas.

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## A CRITICAL INVESTIGATION INTO THE MANAGEMENT OF MENTAL HEALTH AND WELLBEING IN PROFESSIONAL FOOTBALL ACADEMIES IN THE UK

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### Background

(Player's aged 11-18) development in English football 'to the next level'. Whilst it features developmental targets and focuses on coaching methods, education, sport science and sport psychology, there was no focus or mention of mental health and wellbeing provision.

Given the number of the high profile cases, including the suicides of footballers Robert Enke and Gary Speed, it is clear that elite sportspeople suffer from a wide range of mental health related illnesses. A reflection of the general population, where figures suggest 1 in 4 adults in the UK suffer from some form of mental health illness (i.e. depression, anxiety, low mood) Fineberg et al (2013). More recently, ex footballer Clarke Carlisle, who himself attempted suicide, suggested mental health is still not a focus of elite sport organisations, suggesting football in particular is 'lagging' in battling mental health problems. (BBC News, 2015)

### Methods

This presentation will outline my (qualitative) PhD research, which will a) critically explore mental health and wellbeing management within professional football academies in the UK, and b) consider the role of positive mental health as a factor for success in the industry. Whilst similar research by Platts (2011) investigated the player's views of education and welfare, this research will be the very first to critique mental health and wellbeing management, and its implications. Focusing on the development of Emotional Intelligence (EI) and Social Intelligence (SI), the research looks to evaluate whether academies are effectively managing the needs of their players and consider EI and SI as enablers for Psycho-Social wellbeing, developing research conducted by April, Lifson & Noakes (2012)

### Results

Upon the announcement of a Charter for Mental Health in Sport and Recreation in October 2015, governing bodies such as FIFA and The FA admitted very little research had been conducted within the game, although some research by the world footballers union (FIFAPro, 2014), suggested a pilot study found 39% of retired professional footballers had experienced mental illness, while 26% of active professional footballers reported signs of anxiety and depression.

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## RETENTION CHALLENGES ARISING FROM A CULTURE OF PHYSICALITY: LESSONS FROM RUGBY

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### Background

Retaining athletes is key to a sport's development (Green, 2005). Work on retention has focused primarily on the motivational factors associated with burnout in a sport (Fraser-Thomas, Côté, & Deakin, 2008), but those have rarely been examined with reference to a sport's subculture. Yet, each sport's subculture has been shown to play a pivotal role in the formation and maintenance of the athlete's identification with the sport (Donnelly & Young, 1988). Thus, it is useful to consider the relationships between subculture and personal matters that affect athlete retention. Rugby provides a useful context for examining athlete retention because it is positioned as a sport in which people can participate from childhood well into adulthood. As a contact sport, it strongly values physicality. Physicality can heighten the likelihood (and perceived likelihood) of injury.

### Method

This study used mixed methods to examine the relationship between physicality and American rugby players' choice to remain or to quit the sport. The perceived safety of rugby among current and former players was examined, as was the effect of injury (real or feared) on their choice to quit or continue playing rugby. Current (N=1255) and former (N=603) American rugby players were surveyed and asked to rate their concerns about injury on a seven-point scale. Semi-structured interviews were also conducted with 30 current and 30 former players to explore their perceptions of rugby, and to elicit personal stories regarding their involvements with the sport.

### Results

Current rugby players (M=2.87, SD=1.4) were significantly less concerned about injury than were former rugby players (M=4.0, SD=2.1). In interview, both current and former players felt that rugby is comparatively safer than other contact sports, but that injuries nonetheless played a pivotal role in many former players' decision to discontinue playing rugby. Although this included significant injury (e.g., damage to a joint), it also included minor injuries (e.g., cuts and abrasions) that took days or weeks to heal, and which made completion of other life tasks, such as work and parenting, challenging.

### Conclusions

The subculture of physicality reduces the sense of risk among current players, but is of concern to them in retrospect. As they continue in a contact sport, they find that even minor injuries are disruptive to their responsibilities outside of sport. Thus, the management of perceptions and interpretations of risk are no less important than the management of injuries when and after they occur.

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## BASKETBALL FANS INFLUENCE OF BEHAVIOR TO THE BRAND OF ORGANIZATION

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### Background

During recent years sports industry has been growing fast, changing trends forced organizations to be creative and look for different ways to increase the competitiveness. Sport has become a business that meets all key management principles (Paul, 2003). In order for an organization to be profitable it is important good governance and effective marketing to attract new customers (Fillis & Mackay, 2014), in sports – fans that creates added value for the clubs (Zagnoli & Radicchi, 2010). Some authors argue that fans are not only consumers, but also co-creators of the final product (Richelieu & Pons, 2011). The objective of this work was to measure the basketball fans influence of behaviour to the brand of sport organization.

### Methods

To measure the basketball fans influence of behaviour to the brand of sport organization methodological triangulation was used in the survey. The research consisted of 4 stages: questionnaire (Sandanski, Slavchev, Draganov, 2016), semi-structured interviewing I, conference and semi-structured interviewing II. The study conducted partly in the period of Erasmus+ Sport „Fans Against Violence“. In Lithuania mentioned project was conducted by Lithuanian basketball federation in the partnership with association „Aktyvistai“. 240 basketball fans from 5 different Lithuanian basketball clubs participated in the survey, 4 representatives from different basketball clubs and 4 fans leaders from different sport clubs were interviewed.

### Results and Conclusions

The majority of basketball fans that participated in the survey are men of 20-24 years-old (25,8%) and visit basketball matches by the guidance of hedonistic will (13,5%). The same men became basketball fans encouraged by other fans (25%). The strife between fans from different basketball teams goes from generation to generation and the main reason of aggressive behaviour is provocative actions from opposite fans (15%) and alcohol consumption (11,4%). While alcohol consumption is considered to be one of the main reasons to encourage fans aggression, but only a small percentage of the respondents are strongly against the use of alcohol (7%). Summarizing all the results that were received during a semi-structured interviewing II it can be stated that the behaviour of the fans not only affects the brand of a basketball club, however, is the main reason that form the brand of the club.

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## HEALTH-ENHANCING PHYSICAL ACTIVITY APPROACH IN DEVELOPING STUDY MODULES IN “SPORT, PHYSICAL EDUCATION AND COACHING FOR HEALTH” (SPEACH) PROJECT

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### Background

Physical inactivity is a growing health problem in Europe and worldwide. The current levels of physical inactivity are due to insufficient participation in leisure time physical activity and an increase in sedentary behavior (WHO, 2017). The “Sport, Physical Education and Coaching for Health” (SPEACH) project, co-financed by the Erasmus+ Programme of the European Union (2015-2017) aims to set sustainable and conferrable grounding in order to prepare pupils and young athletes (but also adults in regards of a holistic ‘healthy aging’) towards a healthy lifestyle through HEPA (*Health Enhancing Physical Activity*) related education during their physical education (PE) classes and/or their training sessions in sport clubs. To achieve this, the project pursued to develop HEPA related modules, which may be included into existing education structures in the areas of sport coaching and PE.

### Method

In order to design effective programs a systematic approach to studying the state of knowledge, ability, interest and/or attitude of a defined audience on a particular topic is needed (McCawley 2009). The needs analysis covering seven European countries was performed using data of 660 survey respondents (students), the 14 interviewees and the focusgroup with key experts.

### Results

Several content themes (such as changing behaviour, personal leadership, physical activity for special target groups, health policy, etc.) were included in the five developed HEPA modules. Regarding the didactics, a mixed method was conducted including forms like training, internship, group- and classroom based teaching. Three selected HEPA modules were piloted in a real-life setting with PE and sport coaching students and teachers during the International SPEACH Week in February 2017 in Hanze university of Applied Sciences (Groningen, the Netherlands).

### Conclusions

The developed HEPA modules should be flexible and offer differentiated levels so they can be implemented at vocational, bachelor as well as master level, providing not only a direct (short-term) impact during the running of the project, but also setting up sustainable structures, cooperation and tools to be used and exploited by further stakeholders from the Coaching and PE sectors.

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## SUSTAINABLE LEGACY PLANNING OF A SPORTING EVENT: THEORETICAL APPROACH

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### Background

A Mega sporting events have always attracted a considerable public attention. Therefore, event organizers are making significant efforts to improve sustainable environmental mobilization (Leopkey & Parent, 2012). In particular, these efforts was felt in the last world-class events such as 2012 London and 2016 Rio Olympics games, 2016 FIFA World cup and etc. Girginov & Hills (2009) said that there are a two reasons which leads a success of sustainable event. First of all in 2002, the International Olympic Committee (IOC) began framing the concept of 'legacy', which, together with the concept of 'sustainable sports development', has become an essential part not only of the IOC and the Organizing Committee of the Olympic Games (OCOG) vocabulary (Dubi & Felli, 2012) but also and part of vision such as important sport organizations like a FIFA, FIBA and etc. Second reason which lead a success of sporting event is promotion sports participation across the country and for all people groups (IOC, 2016). According Groot, Hornis & Wierenga (2012), British Olympic Association (2012) and British government this social mechanism is the most ambitious project of mega sporting event legacy planning history and this mechanism development is relevant to all countries, which is focused on the sustainable sport development.

However the main problem with which encountered in the analysis of the sustainable legacy planning of a sporting events, is a lack of scientifically-based evaluation. Also is missing the strategic plans for the development of the sustainable legacy of a sporting events. In view of this problem Brazilian expert (Groot, Hornis & Wierenga, 2012; Siefken, Schofield, & Schulenkorf, 2014) noticed that although sporting event organisers are mostly intended actions for sustainable development of sport in the event plans, but is missing of sustainable sports development mechanism in the basic sustainable development political strategies of countries. This fact highlights the substantial gap that a sustainable legacy plans of a sporting event have always created only in sport organization level and the government insights involving the sustainable legacy of a sporting event is not presented. Therefore arises problematic question *what is the impact of a sporting event planning for the sustainable legacy?*

The aim of this paper is to identify sustainable legacy planning of a sporting events characteristics and to present planned empirical research guidelines. To achieve this aim were set three tasks. First of all identify sustainable development and sustainable legacy concepts of the legacy of a sporting events context, second to analyze sports events planning techniques and identify advantages and disadvantages of it and the last one was to create a theoretic model of sustainable legacy planning of a sporting event.

### Method

In this paper was used two research methods, first scientific literature analysis (was used in order to reveal the relation between sustainable legacy and sustainable development, and prepare a theoretic model of sustainable legacy planning of a sporting event) and second document analysis (was used to analyze Great Britain, Brazil and France sport and sustainable development strategies and identify the most appropriate methods of planning of the sustainable legacy of a sporting event event)

### Results and conclusions

That paper provides an overview of the sustainable legacy planning of a sporting event as well as review of the existing literature in the field. Also In this study was analyzed the international level (Great Britain, Brazil and France) sport and sustainable development strategies legacy in the sports body and the sustainable development strategies, which let to identify sustainable legacy planning of a sporting methodologies. The comparative analysis of these methodologies identified advantages and disadvantages of sustainable legacy planning methods under which was created a new, original theoretical model of the sustainable legacy planning.

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## THE HEALTHY LIFESTYLE FORMATION: INNOVATIVE SERVICES

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### Background

Organizations create favorable conditions for employees to promote a healthy lifestyle: ergonomic workplaces, accommodation and transport services, health leisure options. Considering a healthy lifestyle on the tourism industry, attempts to analyze the factors that influence the innovative services / product development core.

The object of the work: healthy lifestyle innovative service creation in the leisure industry. The goal of the work: to explore the formation of healthy lifestyle in the leisure industry. Objectives of the work:

1. To expose healthy lifestyle concept, identifying innovative service management issues in the leisure industry.
2. To highlight the leisure industry healthy lifestyle innovative services/product development core.
3. To investigate the formation of healthy lifestyle in the leisure industry for the company „X“ employees as an example. To deliver a healthy lifestyle importance of the leisure industry.

The research issue: How the organization „X“ employees assess healthy lifestyle formation in the leisure industry?

### Results and Conclusions

The world is rapidly gaining in popularity healthy lifestyle concept, which is separated into two different activities - health promotion and health. Healthy lifestyle formation in leisure business occupies a large place. For all leisure industry organizations are relevant to the user to be satisfied, while including a healthy lifestyle (health) of factors and that the leisure industry in innovation is in many ways similar to that of service sector innovation. During creation of a new product or service and sell it to the customer is making a organization must not only expressed, but more user needs and expectations of the goods or services. The investigation and interviews with selected companies „X“ employees who spend a lot of time on traveling for work purposes, healthy lifestyle development of innovative services in the leisure industry assess well, the staff welcomes visited cities / locations in infrastructure (power, living areas, transport, travel organization, recreational and leisure services), also perfectly able to highlight the expectations that shape the user satisfaction, application of the new technologies and innovations that are adapted to tourism businesses to develop and improve.

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## LOS SISTEMAS DE ENSEÑANZA PARA PROFESIONALES DEL DEPORTE DENTRO DEL MERCADO ÚNICO EUROPEO

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### Background

En el proceso de investigación Doctoral se detectó que la realidad de las enseñanzas deportivas europeas exige la configuración de un currículum académico sensible a las particularidades del mercado único, acentuándose dichas circunstancias. En este primer cuarto de siglo, la diversidad socio-económica requiere un específico desarrollo de la carrera profesional por parte de los deportistas, docentes y profesionales del deporte en armonía con la Industria del Deporte actual.

### Method

Aplicación del análisis teórico y analógico comparativo sobre las políticas públicas nacionales entre los diferentes estados miembros de la U.E en base a la programación del currículum nacional y la comparación de sus diferentes modelos de Enseñanza en el Deporte.

### Results

Durante las primeras fases de la investigación se ha detectado el beneficio de orientar los siguientes procesos de estudio en determinar por un lado, cuál es la enseñanza programada a nivel nacional y por otro, su perfil comparado dentro del contexto actual competitivo del mercado único europeo y la globalización de la economía mundial. Un segundo resultado expresa en el entorno europeo las estrategias a la profesionalización del Deporte, como elecciones individualizadas de los estados miembros, configurándose un espacio europeo de enseñanza heterogéneo.

### Conclusions

En el año 2012 la Comisión elaboró en forma de iniciativa un nuevo concepto de Educación con el fin de animar a los países de la UE a lograr que se adquieran las aptitudes y competencias que exige el mercado laboral. Para la investigación que se está llevando a cabo desde 2014, construir un marco teórico a partir del planteamiento de nuevos modelos profesionales en las Enseñanzas del Deporte exige tanto innovar desde el currículum cómo adentrarse en otras complejidades.

Por otro lado, los modelos educativos en el Deporte para tener mayor probabilidad de éxito apuntan a la interdisciplinariedad y las competencias transversales. La configuración de un perfil competitivo y competente en el Deporte aconseja la introducción de materias de conocimiento tales como, la Economía, el Comercio, el Marketing, la Gestión y el Derecho, sin perder por otro lado, la base técnica, la originalidad y evolución histórica de cada una de las disciplinas deportivas.

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## **TOWARDS UNDERSTANDING WHY GOOD SPORT IS NOT ENOUGH: INVESTIGATING VALUE CREATION AND THE SPORT EVENT – A SYSTEMATIC QUANTITATIVE LITERATURE REVIEW**

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### **Background**

This work aims to identify the usefulness of analysing value from a multi-dimensional perspective for sport marketing research. The study investigates how value is currently analysed in a variety of research contexts, including the sport event context, and presents a case for understanding value holistically across all levels of the sport event (i.e. core product, servicescape and augmented product) utilising the multi-dimensionality and potential inter-relationships of value dimensions.

### **Method**

A systematic quantitative literature review was performed to comprehensively identify multi-dimensional research streams and dimensions. An extensive search process and application of inclusion/exclusion criteria identified papers for review to determine how value is understood and measured in a variety of research contexts, including the sport event, and discuss usefulness of application.

### **Results**

Research questions were proposed regarding the understanding of value and use of value dimension measures, which identified that sport marketing investigations: typically utilise uni-dimensional approaches to understanding and measuring value (Woratschek, Horbel, & Popp, 2014); typically understand and measure value with regards to the quality-value-satisfaction-behaviour relationships; have limited consideration of extant multi-dimensional value frameworks, and rarely mention potential value dimension inter-relationships.

### **Conclusions**

The major conclusions are that: the value construct is useful in determining future directions for value creation and co-creation by assessing sport consumer perceptions, pre-, during and post- sport event (Eggert & Ulaga, 2002); both uni-dimensional and multi-dimensional models of value are important in providing simplified and complex understanding of the concept (Sanchez-Fernandez & Iniesta-Bonillo, 2007); value, being complex and multi-dimensional, can offer additional insights into sport consumer perceptions but, as value is contingent, conditional or contextual (Holbrook, 1999) analysis needs to consider emergent themes, and understanding the inter-relationships between dimensions across different elements of the sport event can lead to improved value creation strategies. The results from the systematic quantitative literature review identified future directions for progressing investigations into understanding value creation in the sport event context

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# THEORETICAL FRAMEWORK REVIEW OF EXPONENTIAL RANDOM GRAPH MODEL (ERGM) IN ANALYZING NETWORK DYNAMICS OF SPORT ORGANIZATIONS

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## Background

Researchers from different fields of sport management discipline deemed the social network theory and analysis as a promising research approach to study the complex social interactions in sport management affairs. Recently, utilizing the network perspective with Exponential Random Graph Model (ERGM) method in studying the network dynamics to examine the local network motifs without the i.i.d. assumption in statistics is a new emergent field. This study aims to explore the theoretic framework of ERGM to fulfill the gap in the literature of sport management for understanding the dynamics of network.

## Method

This research is conducted via qualitative approach by adopting content analysis from the literature review of academic papers with keywords "ERGM", "SNA", "Network tie" and "Network dynamics".

## Results

ERGM comprises a family of statistical models for social networks. ERGM can be denoted as a mathematical function (probability distribution of graph) and calculated as a logit regression model but without the traditional i.i.d. assumption in statistics. Based on the theories of sociology with regarding to social capital, social exchange, homophily and structure balance, the formation of network dynamics can be modeled as graph object in math and examined by the local network motifs (ex: reciprocity, homophily, triadic closure, transitivity relationships) statistically.

## Conclusions

From the network perspective, ERGM methods provide scholars a statistical model from both the micro and macro dimension to explore the complex network data, thus, it could be deemed as a useful tool to explore the network formation of inter-organization in sport sectors.

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## **DETERMINING THE FACTORS THAT AFFECT HEARING IMPAIRED INDIVIDUALS' CHOICES ON SPACE FOR PHYSICAL ACTIVITY AND RESTRAIN THEIR PARTICIPATION IN PHYSICAL ACTIVITY**

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### **Background**

This study has been conducted in order to determine the factors that affect the choices of adults who have impaired hearing on place for physical activity and affect their participation in physical activity.

### **Method**

Physical Activity Venue Evaluation Scale (PAVES) which was designed by Stanis, Schneider, Chavez and Shiness (2009) and its validity and reliability for Turkish population has been tested by Gümüş, Alay Özgül and Karakılıç (2005) has been used as data collection tool in this research. This scale has been applied among 313 hearing impaired individuals aged between 18-89 years old. 203 (64.9%) male and 110 (35.1%) women who live in Denizli. The scale has been given to participants in written form and also it has been translated to Turkish sign language and it has been tried to be comprehendingly answered by the participants.

### **Results**

As a result of analysis of the data obtained from the research by means of statistical program, it has been seen that 68.1% of the hearing impaired individuals haven't participated in any physical activity; the presence of people who have tentation, the fear of physical assault and family obligations are the main obstacles to their participation in physical activity. While choosing venue for physical activity, it has been considered important that giving impression of staying away from the crime environment, to be easy to access and to be clean.

### **Conclusions and Discussion**

It can be said that the data obtained from the research will provide to define expectations and demands from physical activity spaces and recreation areas where there has been a urban transformation process such as Turkey and it will introduce significant information about that these areas which should be also heavily used by hearing-impaired individuals to local administrations and related institutions.

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## ATTITUDES TOWARDS SPORTS BENEFITS AND NEEDS OF STUDENTS OF DIFFERENT PHYSICAL ACTIVITY LEVELS

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### Background

Lithuania is pursuing integration into the rapidly shifting global community. Therefore, educating self-sufficient, constructively-minded individuals and imbuing them with value-based attitudes is of vital importance. The aim of the study was to establish the attitudes towards sports benefits and needs of students of different physical activity levels.

### Research method

1. Written survey method (questionnaire).
2. Statistical analysis.

The study was conducted in Kaunas, Lithuania, in 2015. Research participants were 547 students (302 females and 245 males). The data was analyzed using the statistical data software package SPSS 20.0 for Windows; the statistical differences were evaluated applying Student-test (t).

### Results

Physically active students appreciated the following sports benefits more than physically passive students: development of self-confidence, decrease of psychological tension, development of thinking and concentration as well as contribution to making friends. Males took care “to be strong”, but females – “to be pretty” and “to love and be loved”. Physically active females appreciated such needs as self-realization, awareness of the meaning of life, and achievement of physical and spiritual coherence more as compared to physically passive females. Physically active males preferred physical and spiritual coherence more than physically passive males, who appreciated good health and relationship with family members more than their physically active counterparts.

### Conclusions

Physically active females and males appreciated such needs as spiritual coherence more as compared to physically passive students. Physically active students appreciated the following sports benefits more than physically passive students.

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## EXPLORING THE EFFECTS OF EMPLOYEES' PERCEIVED JOB CHARACTERISTICS ON ORGANIZATIONAL ATTITUDE IN THE ORGANIZING COMMITTEE FOR THE OLYMPIC GAMES

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### Background

The Organizing Committee for the Olympic Games (OCOG) is responsible for the preparation and operation of the Olympic Games (International Olympic Committee, 2013). Although the constitution and operation of the OCOGs vary by the circumstances of each host city, the games cannot be successful without effective management of the OCOG. The OCOG may face unique challenges, especially in human resource management (HRM), because of the temporary nature of the organization and the complex composition of employment. For example, the PyeongChang Organizing Committee for the 2018 Olympic and Paralympic Winter Games (POCOG) comprises (a) contract professionals hired by the POCOG, and (b) dispatched employees from affiliated organizations (e.g., central/local governments, public service organizations, and related sports organizations) (Kim, 2013).

It is important for the OCOG to develop HRM strategies based on the understanding of job-related factors affecting the attitude and behaviors of employees. The research examined how job characteristics influence organizational attitude of the employees using the variables of job satisfaction and organizational citizenship behavior in the OCOG.

### Method

The questionnaire dealt with job characteristics, job satisfaction, organizational citizenship behavior (OCB), and demographic information. The items measuring each variable were adopted from Hackman and Oldham (1980); Beak, Han, and Chung (2011); and Williams and Anderson (1991). Specifically, OCB was measured, along with organizational citizenship behavior for the organization (OCBO) and organizational citizenship behavior for the individual (OCBI). Data was collected from POCOG employees, and 281 completed samples were used for the analyses.

### Results and Conclusions

The results of multiple regression analyses indicated that autonomy ( $\beta = .337, p < .001$ ) and feedback ( $\beta = .206, p < .01$ ) were significant predictors of job satisfaction (adjusted  $R^2 = .198, F(2, 154) = 20.253, p < .001$ ) in contract professionals, whereas feedback ( $\beta = .277, p < .01$ ) was the only effective predictor (adjusted  $R^2 = .069, F(1, 120) = 10.006, p < .01$ ) in dispatched employees. For OCBs, task significance was the common predictor explaining the OCBO and OCBI in both groups. However, feedback was also a significant predictor affecting OCBs of dispatched employees. In sum, this study found that the organizational attitude of OCOG employees with respect to types of employment would be influenced by different job characteristics.

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## ECONOMIC IMPACTS OF THE ORGANISATION OF BIG SPORT EVENT IN THE CASE OF THE EUROPEAN CHAMPIONSHIP IN SAILING IN SPLIT, CROATIA

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### Background

Tourism and sport, as well as significant social phenomena, are close to each other and connected. In modern society, sport has become an important content during a guest's stay in the destination, regardless of whether he is an active participant in competitive or recreational sports activities. The total share of tourism in GDP of the Republic of Croatia is 18% but seasonality is one of its key problems. The contemporary guest should be offered with added value such as excursions, sport or musical events, cultural manifestations and the like. Specified can be achieved with proper management of the destination.

### Method

Aim of the research was, on the example of the organization of big sport event, to show how, and to what extent, a big sport event affects the increase of consumption in the destination, on the increased number of overnight stays in the destination and whether the guests, who because of the participation in the big sport event outside the main tourist season, have higher consumption than the average guest consumption for the entire year. Research was conducted by using questionnaires.

### Results

The result of research shows that guests, participants of big sport event, spend more than the average customer in the destination on an annual level.

### Conclusions

The conclusions of the research are that the organization of big sport event has a number of positive consequences for the economy of the destination. Except that the guests are spending more than the annual customer in the destination on an annual level, they want to learn about history and culture and other attractions in the destination they are staying. The above mentioned has the effect of getting a positive impression that they will transfer to their families and friends who will also get the wish to visit the destination. Also, the organization of big sport event in the preseason or postseason contributes to the extension of the tourist season, which is extremely important for the city of Split since tourism is still seasonally oriented despite the fact that it has a high 18% of the GDP.

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## EVALUATION OF WOMENS' VOLLEYBALL IMAGE: LITHUANIAN CASE

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### Background

In today's competitive environment any organization should think of its image while attracting and retaining customers (Obamiro, Ogunnaike, Osibanjo, 2014). Image of organizations is essential trying to differ from others and it is a competitive advantage (Abd-El-Salam, Shawky, El-Nahas, 2013). Image is the results of any organizational activity (Veljkovic, Petrovic 2011) and the most valuable wealth (Yeo, Goh, Tso, 2011) of an organization. At the same time image is the most important value of sport too (Rak, 2015). Thus it is essential to evaluate what image is suitable to sport organization. There are some researches about image of organizations (Iconomescu, Mindrescu, Badau, 2014) though there are not much of the researches about sport organizations (Ko et al., 2008) especially in Lithuania and its sports (Žibinskaitė, 2009). Especially this lack of researches is felt in the pretty popular sports – women's volleyball. Accordingly there is formulated a problem for this article – what are the image of Lithuanian women's volleyball. The object of investigation is the image of Lithuanian women's volleyball. The aim is to identify the image of Lithuanian women's volleyball.

### Method

The research was made investigating scientific literature about image in organization and in sports. Accordingly there was made a questionnaire for quantitative survey. The author of article is grateful to student Neringa Grikstaite, who made a great work making survey.

### Results and Conclusions

The research results showed that the image of Lithuanian women's volleyball is well asset from the side of consumers. Women as a customer more often share the information about women volleyball and accordingly the well-equipped sport halls would influence on better volleyball image.

Even if the opinion of consumers showed that there is a lack of good volleyball management in Lithuania, strategy, advertisement and good sport halls, but there are professional players in the teams. The spectators noticed that Lithuanian women volleyball has good associations and it's mostly associated with purpose and professionalism.

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## “APPROPRIATE GOVERNANCE” – THE REALITY FOR MOST SPORT ASSOCIATIONS – IS “GOOD” ENOUGH GOVERNANCE

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### Background

“Good Governance” is often couched in absolute terms. That is, the principles are seen as immutable prescriptions for practice. However, while this must be true for the legally based governance requirements, the non-legally based principles may have to be adapted to the environment in which they are being applied and practiced. This raises the notion of “appropriate governance”.

### Method and Results

A series of case studies from the authors’ experiences in working with various sport organisations will be analysed to demonstrate the need to fashion governance via the Constitution (or rules of association) in a manner that does not impinge upon the integrity of the organisation and the propriety of its governance structures and practices but which is pragmatic.

### Conclusions

In other words, the paper will show how “appropriate governance” is typically the necessary practice in most contexts and that good governance whilst ideal, is just that.

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## "HOW TO AVOID FAN PROTESTS AGAINST TICKET PRICES – AN EMPIRICAL ANALYSIS IN GERMAN BASKETBALL"

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### Background

"Football without fans is nothing" and "Enough is Enough", those are two examples for slogans that English Premier League fans use to protest against ticket prices. The media discusses this issue as an ongoing disconnect between fans and clubs, because the fans do not want to support the ticket increase anymore. Therefore, our research contributes to uncovered research gaps in spectator segmentation and ticket pricing (Drayer and Rascher, 2012; Drayer, Shapiro, & Lee, 2012). First, we measure spectators' preferences for different ticket options. Second, we consider innovative ticket features, such as new teams, and typically applied ticket features, such as seat categories and prices. Third, we segment spectators according to their preferences and utilities. Fourth, we determine spectators' willingness-to-pay (WTP) with regard to seat categories and opposing teams by avoiding bias of direct WTP measurement. We address the following research questions: Which spectator segments can be identified in terms of ticket preferences and WTP? How do ticket preferences and WTP differ between the segments?

### Method

Choice-Based Conjoint Analysis (CBC) is one of the most applied methods to analyse preferences in marketing (Orme, 2013), whereas the method is not well known in sport management literature. In this research project, we apply latent class CBC analysis, which classifies heterogeneous respondents into homogeneous segments. Our survey focuses on three attributes: "seat category", "opposing team" and "price". Each attribute has five different and realistic levels.

### Results and Conclusions

We identify four spectator segments. The four segments can be described by their relative importance of the included attributes and demographic information. For example, the segment "Price-Sensitive Spectators" has a size of 31.6 % and the segment "Seat-Quality Oriented Spectators" has a size of 10.3 %. It is noteworthy that "seat category" is the most important attribute (56 %) for the latter. We conclude spectators' WTP differ a lot between the segments. Furthermore, we calculate the maximum WTP for each segment, in each seat category, and against any opposing team. Consequently, we can avoid ticket price related protests by simultaneously optimizing seat categories, ticket prices and top game surcharges.

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## THE INFLUENCE OF VIOLATIONS OF ETHICAL PRINCIPLES ON SPORT FROM CONSUMERS PERSPECTIVE

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### Background

Every year economic indicators of sport industry show signs of growth (Martínez, 2014) and that suggests it's increasing significance as a social phenomenon. There is a very evident correlation between results and financial gains in sport industry and that leads to making ethical and unethical decisions by individuals and organizations involved in sports to ensure the biggest personal benefits (Zaksaite, 2012). Considering that the entire sport industry is directly dependable on consumers (fans) (Adrian, 2015), the aim of this study is to analyse the influence of violations of ethical principles on sport from consumers perspective.

### Method

The sample of this study consisted of 412 Lithuanian respondents, aging from 18 to 42 and who are interested in sports. The survey was conducted using an online questionnaire, whose main objective was to analyse the influence of violations of ethical principles on sport from consumers perspective and understand the existing issues. The design of the questionnaire was based on previous studies ("Transparency International", 2013 and Zaksaite, 2012). Statistical analysis was performed using SPSS Version 20.0 software.

### Results and Conclusions

Summary of the results of behavioral/intentional scales showed that violations of ethical principles in sport usually generate negative and sometimes neutral consumer reaction. The first correlation analysis showed that the more time fans spend for the interest of current issues in sport, the higher number of dishonest athletes exist according to them. The second correlation analysis showed that regulations of ethical violations are rated more negatively by consumers when they spot more examples of these violations in sports. The results of the study brought to a conclusion that violations of ethical principles in sport have negative influence on behavior and intentions among consumers causing negative effects on the whole industry of sport itself.

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## THE ROLE OF HASHTAGS IN SPORTS FANDOM

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### Background

Recently, as social media has been generalized globally, people could become to form the larger relationships via social network services (SNSs) (Obar & Wildman, 2015). To keep abreast of such trends, sports industrial fields anywhere in the world conducted marketing using SNSs and in particular, (#)hashtags are being utilized.

Sports fans are changing into more active fandom cultures. Indeed, instead of providing the organized news from the media, they want glean broadly vivid information by sharing between them (Hugenberg, Haridakis, & Earnhardt, 2008). This phenomenon is expeditious and beneficial for sports fields since producing and consuming of information are executed simultaneously (Williams, Chinn, & Suleiman, 2014). Therefore, it is essential to clarify the primary factors inducing the information sharing behaviors. This study investigated both personal and external factors affecting on such behaviors based on the theory of interpersonal behavior (TIB).

### Method

The purpose of empirical research, we used TIB from Triandis (1980) and 350 questionnaires were obtained from sports fans experienced of hashtags usage from October 10th to December 14th, 2016. The data were used to conduct frequency analysis, reliability analysis, correlation analysis, and confirmatory factor analysis. For verifying hypotheses, we used structural equation modeling and investigated mediated effects by AMOS 20.0.

### Results

First, among the components of TIB, affect, perceived interaction, perceived usefulness of information, and social factors were found to have significant positive impact on the intention of information sharing. Second, both habit and affect had significant positive impacts on hashtags behavior. Third, facilitating condition didn't have significant impact on hashtags behavior. Fourth, intention of information sharing had a significant positive impact on hashtags behavior. Finally, intention of information sharing partially mediated the relationship between affect and hashtags behavior.

### Conclusions

In this article, we performed an analysis of sport fans' behavior of information sharing. We viewed hashtags as one of promising sharing methods, and verified there are significant influence relationships among personal and external aspects, intention of information sharing, and hashtags posting. Therefore, we predicted the results of this study and implications regarding SNSs marketing strategies including hashtags will contribute to foster strengthening and expanding fan bases in sport fields.

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## EVALUATING THE PRACTICALITY OF COACHDISC TO ASSESS COACHING BEHAVIOR

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### Background

It is believed that enhancing the environment which supports coaches will lead to further development of the sports world. Furthermore, it is essential to increase the number of female coaches in order to respond appropriately with female-specific challenges (LaVoi, 2016). The NCAA Women Coaches Academy utilizes the Athlete Assessments' CoachDISC profile for women coaches, a tool to enhance communication skills and build stronger relationships with staff and athletes. The CoachDISC is also believed to assist with promoting a greater understanding of one's self motivation and strength, and areas for improvement. The CoachDISC profile is an online sports assessment composed of four behavioral styles; Dominance, Influence, Steady and Conscientious. The Profile also suggests people have a natural style (the "real" you) and adapted style (how you should be).

### Method

The purpose of this study was to examine the correlation between CoachDISC, Leadership Scale for Sports, and Coaching Efficacy Scale to clarify scientific evidence for the CoachDISC profiles.

The Leadership Scale for Sports (LSS: Challadurai & Saleh, 1980) was developed as an indicator to measure coaches' perception of their own leadership behaviors. LSS is composed of five coaching behaviors: Training and Instruction, Democratic Behavior, Autocratic Behavior, Social Support Behavior, and Positive Feedback. The Coaching Efficacy Scale (CES: Chase, Moritz & Sullivan, 1999) is used to determine the level of the coaches' personal consciousness of their ability to exert influence on athlete education and performance. The CES consists of four elements: Motivation, Strategy, Technique, and Character building.

### Results

The subjects of this study were 129 female coaches who participated in the 2016 NCAA Women Coaches Academy. The results indicated 6 significant correlations of LSS and CES to CoachDISC. Results indicated that Autocratic Behavior in LSS and Dominance in CoachDISC were positively correlated at natural styles  $r(129) = .20, p = .02$  and at adapted styles  $r(129) = .19, p = .03$ . Autocratic Behavior in LSS and Influence in CoachDISC were negatively correlated at natural styles  $r(129) = -.24, p = .01$  and at adapted styles  $r(129) = -.23, p = .01$ . Further results and discussion will be presented at the conference.

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## NAVIGATING THROUGH THE FOG: THE NEED AND CAPACITY FOR PERIPHERAL VISION IN STRATEGIC SPORT MANAGEMENT

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### Background

Dynamic changes in the external business environment of organizations create a “fog of uncertainty” sport managers must “navigate through” to sustain organizational effectiveness. Applying peripheral vision as a management tool to monitor and interpret the periphery of an organization’s external environment prevents being blindsided by unexpected threats or missed opportunities. The need and capability for effective peripheral vision extend beyond sport playing fields into executive boards and leadership structures. Although the managerial skill of peripheral vision is frequently applied in strategic management no research on peripheral vision in sport management contexts were found. This study, therefore, aimed to:

- 1) assess the need for peripheral vision and
- 2) assess the capability for peripheral vision of sport organizations.

### Method

This exploratory study grounded in systems theory, uses a quantitative research design to assess the collective need and capability for peripheral vision of a purposive sample of 27 executive board members and senior managers from international sport councils, national sport federations and sport governance structures at institutions of higher education. The Strategic Eye Exam of Day and Schoemaker (2005) as the research instrument assessed the need for peripheral vision in 3 dimensions and the capability for peripheral vision in 5 dimensions on a 7 point Likert scale. Collective scores were analyzed according to the Peripheral Vision Scoring Tool (Day & Schoemaker, 2005).

### Results

Collective mean scores of 141 (need for peripheral vision) and 42 (capability for peripheral vision) were obtained. This placed sport organizations in the *vulnerable quadrant* of the Peripheral Vision Scoring Tool, implying that the sample of sport organizations actively need to cultivate peripheral vision and capability of executive board members and senior managers to sense and respond to early warning signs. This suggests the recasting of internal strategy, structure and governance.

### Conclusion

Decision makers appear not to be skilled in identifying and translating signals from the periphery of sport contexts into sound strategic management decision making. It is recommended that executive boards and senior decision makers be trained in scanning the periphery of their organizations in order to successfully navigate their sport organizations through the fog of uncertainty.

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## THE RELATIONSHIPS BETWEEN PERCEIVED SERVICE QUALITY OF GYM FACILITIES AND REPURCHASE INTENTION OF GYM MEMBERSHIP AMONG UNIVERSITY STUDENTS IN THE UNITED KINGDOM

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### Background

It has been argued that physical activities could be associated with health benefit such as the risk reduction of various diseases and the relief of mental stress (British Heart Foundation, 2015). Not only from the view of health, previous research suggested physical activities could contribute to better academic performance (Bailey, 2006). However, it was indicated many students stopped regular exercise after they entered in university (Kwan et al., 2012). Moreover, although university recreation facilities offer various programmes of physical activities and play a significant role to promote students' exercise habit, there have been little studies which focus on testing its effectiveness. Therefore, the present study was conducted to test the relationships between perceived service quality of university gym facilities and students' repurchase intention of the membership of the gym.

### Method

In total, 60 undergraduate students who owned the membership of gym facilities in a university in the East Midlands, UK were recruited. For the measurement of service quality, five service quality dimensions (i.e., staff, programme, locker room, physical facility, and workout facility) were adopted from the Service Quality Assessment Scale developed by Lam et al. (2005). A multiple regression analysis was employed to test the proposed relationships.

### Results

The measures were deemed reliable with the Cronbach's alpha values ranging from .64 to .96. The correlations tests supported that staff ( $r = .45$ ), physical facility ( $r = .39$ ), and workout facility ( $r = .50$ ) were significantly correlated with repurchase intention. Among them, a multiple correlation revealed that only workout facility was a significant indicator of the repurchase intention of the gym membership ( $\beta = .36$ ,  $t = 2.11$ ,  $p = .04$ ).

### Conclusions

The universities gym managers are encouraged to arrange various state-of-the-art workout equipment and programmes as well as the proper maintenance of exercising facilities to increase the renewal rate of the gym membership. Further research would investigate possible mediators (e.g., students' satisfaction, enthusiasm for sport and health) on the tested relationship to better explain student behaviour. The potential impact of other university features (e.g., other exercise activities, class schedule) on student behaviour would be also explored.

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## EVALUATION AND DEVELOPMENT OF NATIONAL SPORT SCIENCE POLICY: THE CASE STUDY OF THAILAND NATIONAL SPORT DEVELOPMENT PLAN

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### Background

In many countries, sports science has been mostly applied to enhance high performance athletes, but the sport science services are very limited in applying for all people due to the limitations of sport scientists, proper facility and equipment. This research first objective is to evaluate the effectiveness of national sport science development plan in Thailand during the 5 years period (2012 – 2016). The second objective is to develop national sport science development policy of Thailand for 2017-2021 period.

### Method

Qualitative approach was used by in depth interviewing with key stakeholders in 5 regions and policy makers in Sport Authority of Thailand and Department of Physical Education. Key informants were selected purposively from 15 provinces within 5 regions by small, medium, and large sized of population in the province. Five directors of sport science regional centers, 15 sport science university professors, 15 representatives from provincial sport association, directors of sport science divisions from Sport Authority of Thailand and Department of Physical Education, coaches, sport scientists, and representatives from national sport associations. The information from in-depth interview and explicit evidence including documents and figures were assessed for effectiveness of the 2012-2016 period. Four focus groups in 4 regions consisting 10 stakeholders in each region were conducted. The development plan for the 2017 – 2021 were discussed and analyzed. The national sport science development policy of Thailand for 2017-2021 period was presented in the public hearing including 100 stakeholders for confirm and provide recommendations to the result.

### Results and Conclusions

The implementation of sport science development plan during 2012 – 2016 was ineffective and only 2 out of 12 KPIs were assessed passed but the others were failed. For the long term, the national sport science institute should be established to mobilize sport science development in sport for all, elite sport and professional sport. For the short term, sport science departments should develop partnership with universities and allocate projects and budget in providing sport science services and research in university perimeter and region. Academic internship for university students should be more integrated to the local community and play the leading role in sharing knowledge and managing sport science programs within community. Sport science program should be developed for each specific age group, gender and physical ability. Innovation for sport science equipment made from local material need to be promoted should aim to replace importing expensive technology from oversea.

## **SPORT FACILITIES: SERVICE AND PERFORMANCE INDEXES**

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### **Background**

Article explores the problem of the social service efficiency in the frame national sport facilities. The ambitious social goals were formulated by the State Program of the RF "Physical Culture and Sports Development for the period up to 2020". It supposes at least 40% of the national population being engaged in regular physical activity (29,8% - today), and at least 48% of the public requirements for sport facilities being met for the period (29,1% - today). However unlikely be realistic unless the social service efficiency of the public sport facilities will be seriously improved. Having analyzed studies and practical operation reports of the available sport facilities, we have found a striking contradiction between the urgent need - the growing public demand for freely accessible sport facilities and still poor operational efficiency of the existing ones (1, 2, 3? 4). Aim of this research was: an analysis of the design hosting capacities, actual service rates in order to find ways of increasing the sport facilities operation efficiency.

### **Method**

We used conventional methods including a literature analysis, legal acts, pedagogical experiments with supervision, sociology poll (n= 320) and expert inspection of sport construction (n=12).

### **Results and Conclusions**

In experimental tests 12 sport facilities in Moscow and regions were involved. The majority of public sport facilities had very low service rates (54,1% today). Actual annual service rate (in percentage terms) was calculated through the actual annual hosting service being divided on the projected annual hosting capacity of the sport facility. The resulting recommendations are emphasis shall be made on the existing public sport assets being managed in a most efficient manner with a special priority has to be given to the social service efficiency of the sport facilities. Recommendation for increasing the efficiency operation of sport facilities are proposed such as an: expansion of service complex, correction of organization structure, regular estimation of service quality, application (use) "General economic theory of mass service" (Erland model) for estimation optimal relation between available square of sport facilities and number of members and etc. (4). This leads to increase performance rations experimental sport facilities: profitability (Either gross/Sales to 34%, Net profit/Sales to 27%), Liquidity, Asset utilization), quantity participants (visits), quality sport service (rations) and etc.

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## RELATIONSHIPS BETWEEN STANDARD SPORTS FACILITIES AND ELITE SPORT DEVELOPMENT IN TAEKWONDO

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### Background

Sport is a channel for the public to build up relationships, it can also promote a kind healthy lifestyle in the community. Some of the famous sports can even produce economic benefit to a place. Therefore, the Hong Kong Sport Institute Limited started supporting the selected sports with facilities and subsidies. For instance, athletes of tier A\* and tier A sports can enjoy the facilities in HKSI, like training venues, gym rooms, sports performance laboratory and medical supports. On the other hand, under the effort of Hong Kong Taekwondo Association, taekwondo had become tier B sports, and received financial subsidies from the Hong Kong Sport Institute Limited. However, taekwondo facilities in Hong Kong cannot satisfied the elite taekwondo players' needs. Apart from this, there are no facilities which are specific for taekwondo. According to the information from Hong Kong Taekwondo Association (HKTkDA), there are 44 taekwondo unions under HKTkDA, and each of the union had their own training venue (Dojang) without a unify standard in term of size and safety measures.

### Methods

In order to promote taekwondo, players need to get good results in the international competitions to gain the public's support. Hong Kong Taekwondo Association should find ways to enhance elite taekwondo development, numerous factors are affecting the growth and development, which should be taken into consideration in order to improve the current situation. Mass media, government policies, facilities, and others are the factors enhancing/altering the development of elite taekwondo.

The purpose of this study is to find out the relationship between sports facilities and elite sport development in taekwondo, and to give some useful information to the government and the sports association to improve the current taekwondo situation. Up to now, there is no studies investigating the elite taekwondo development in Hong Kong, the findings of this study can contribute in taekwondo development, and also highlight the importance of sport facilities in developing a sport.

### Result and discussion

Practitioner can make use of the findings in this study to improve facilities in Hong Kong for future development. According to the previous researches, providing a standard sports facility is one of a crucial factors to motivate athletes, and to improve elite athletes' performance. Thus, this study will also touch on how and in what extent the sport facilities could motivate athletes and improve athletes' performance in taekwondo.

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## DEVELOPMENT STRATEGY FOR INTERCOLLEGIATE SPORTS IN POLAND. LET'S CHANGE THE GAME.

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### Background

There is a dynamic development in the quality of sport management in Poland these days, but it seems that there is a lack of any positive changes in the way intercollegiate sports in Poland are being managed.

Intercollegiate sports in Poland are facing many problems, including such basic problems like a lack of a strategic development plan or a lack of an idea of what social role should intercollegiate sports in Poland actually play.

In my research I have examined what are the most important problems that intercollegiate sports in Poland does face, I have searched for the key factors of the success of intercollegiate sports in the USA (considered as a world best developed), and in the end I have given my recommendations for creating a development strategy for intercollegiate sports in Poland in the specific areas of management.

### Method

- Analysis of secondary data from sports literature (benchmarking the growth of intercollegiate sports in the USA);
- Face-to-face interviews with Rafal Juc (the only Pole working in NBA - as a scout of Denver Nuggets), Tomasz Wrobel (board member of Polish Intercollegiate Sports Association), Ewelina Pawlowska (co-founder of the plebiscite "Masters of Sport of the University of Warsaw");
- Group administered questionnaire among members of basketball and handball teams of University of Warsaw;
- Organising a discussion panel about intercollegiate sports in Poland with students of management during an academic conference for sport management taking place at the University of Warsaw, "Sport Management Days 2016";
- The self-administered questionnaires among students doing sports and taking part in the plebiscite "Masters of Sport of the University of Warsaw" (Polish: Mistrzowie Sportu UW) and another one among students of management at the University of Warsaw.

### Results

The key factor in the development history of intercollegiate sports in the USA was gaining media publicity, what has later brought a big social and commercial interest in it.

The most important research question to answer considering the possible ways of developing intercollegiate sports in Poland is how to make unpopular sports more popular and better-managed.

According to my research the main areas where intercollegiate sports in Poland need development strategies are: communication, human resources and promotion.

### Conclusions and Recommendations

- Communication -> to establish a centralised communication platform of intercollegiate sports at each university;
- Human resources -> to arrange a cooperation between intercollegiate sports teams and student career offices at each university, so students could do their internships while working on management/event/sports positions at their local academic sports teams;
- Promotion -> to organise student plebiscites every next year for the best intercollegiate sports athletes, teams, coaches and events at every university, and then to organise a plebiscite for the best intercollegiate sports athletes and teams in the whole country, in which only the local plebiscites' winners could take part – to gain more publicity and to make intercollegiate sports athletes and teams more popular among the target group who are students.

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## A LONG-TERM ATHLETE DEVELOPMENT: TOWARD AN ATHLETE-CENTERED APPROACH

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### Background

High performance sports attract enormous popular attention and affect relations that are global and local, cultural and economic. A long-term athlete development can be as a successful system for the preparation of an elite athletes. It means, that sport managers must seek a result not in a short-term, but only in a long-time period by implementing educational and political systems together. Researchers have proven (Wylleman et al., 2004; Henriksen et al., 2010; Sotiriadou et al., 2017) that athlete development needs a whole special system, not just some single methods to be successful. There are no short cuts to success in athletic preparation.

### Method

Analysis of scientific literature and generalization method.

### Results

Preparation of an elite athletes takes a lot of time and accumulative hours. Non-athletic factors become more important for athletes (Henriksen et al., 2010). In many cases, they dropout or even burnout because of non-athletic reasons. Such factors can be monitored only by the parent and coaches. Elite sports force athletes to risk their health during training and in competition in order to reach maximal performance.

During the preparation of an elite athletes we must face some problems in every stage of athlete's development (Wylleman et al., 2004) by assessing age, living conditions, family support, coaching program, level of education and life role in that period of time.

### Conclusions

There is lack of empirical evidence to prove effectiveness of LTAD model. In order to fully understand a long-term athlete development and athlete's career transition to post-sports life it is necessary for sport practitioners to diagnose both athletic and non-athletic aspects of the athlete's life.

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## ON THE THEORY OF UNBALANCED DEVELOPMENT OF SOCIAL SPORTS MODERNIZATION: A CASE STUDY OF THE PEARL RIVER

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### Background

现代化研究有一百多年的历史。纵观现代化研究，主要是探讨现代化理论，探讨现代化过程，比较各国现代化的特点与方式，编制现代化的目标，为“**社会现代化**”制定合理标准和模式。本文从现代化——传统向现代转变；进步性——发达国家体育现代化；理论构建——二元非均衡梯度综合发展；发展策略——核心带动，梯度推进等四个层面进行研究和分析，得出结论：珠江三角洲地区社会体育的发展将带动东西两翼和北部山区的发展，产生更多的增长极，以新的体育增长极为核心，幅射和带动外围地区体育发展，建设珠江三角洲城市群一小时体育带，进而把环珠三角社会体育形成点轴连线，逐步实现全省社会体育均衡发展，达到全面小康水平和基本实现现代化目标。

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国务院通过的《珠江三角洲地区改革发展规划纲要（2008—2020年）

## DEVELOPMENT STRATEGY AND GOAL FORECAST OF SOCIAL SPORTS MODERNIZATION IN CHINA

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### Background

进入新世纪,我国开始了社会主义现代化实践阶段,沿海经济发达地区和许多中心城市纷纷提出率先基本实现现代化的目标。

### Method

采用文献资料法、社会测量、访谈、问卷调查、特尔菲法、预测法和数理统计法。

### Results

以“理论依据、目标、策略、动力、引擎、保障”等要素组成“珠江三角洲社会体育发展策略”,采用相

关回归分析  $y = b_0 + b_1x_1 + b_2x_2 + \dots + b_kx_k + e$  预测2020年珠江三角洲社会体育将达到或超过(中心城市)中等发达国家水平。

### Conclusions

实施以广州、深圳为核心,三个板块梯度推进发展策略,带动东西两翼和北部山区社会体育发展,加快全省社会体育实现全面小康社会发展水平目标。珠江三角洲社会体育具备了基本实现现代化的主客观环境,坚定走中国特色社会主义道路,实现预测的目标是可能的。

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## RESEARCH ON CONSTRUCTING HEALTHY LEISURE SPORTS EDUCATION SYSTEM IN CHINA

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### Background

我国十三五规划纲要提出“建设健康中国”发展目标。现代社会竞争激烈、生活节奏紧张，在社会各阶层群体中，失眠、神经衰弱、恐惧、焦虑等亚健康状态很普遍。优越的物质条件，正在改变着人们的价值观念、思维方式和情感世界。休闲体育教育人们如何有价值地使用自由时间去完善人的生命过程，提高人的生活质量，成为真正心智健全、人格完善、热爱工作、热爱学习和热爱生活的人。本文采用文献资料法、社会调查法等研究方法，从休闲教育与休闲体育教育的兴起与发展；休闲体育教育的目的、任务和内容；休闲体育教育的特点与实现路径；休闲体育专业教育体系构建等四大板块进行研究和分析，构建了健康中国休闲体育教育的体系。

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## СОЦИАЛЬНЫЙ ВОЗВРАТ ИНВЕСТИЦИЙ В СПОРТ (SROI): МОДИФИЦИРОВАННАЯ МОДЕЛЬ

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### Background

Спорт за счет своих социально значимых функций способствует сокращению общественных затрат на медицину и здравоохранение, профилактике преступлений, интеграции человеческого капитала.

Широко используемый сегодня подход оценки социальной эффективности инвестиций на основе концепции Social Return on Investment (SROI) обладает определенными недостатками, среди которых можно назвать следующие: 1) отсутствие общепринятой классификации социальных ценностей; 2) неразработанность и сложность алгоритма внедрения и интерпретации результатов; 3) ограниченное число индикаторов социальной эффективности проекта 4) трудности выражения отдельных факторов в денежном эквиваленте.

В России число исследований по данной тематике сравнительно невелико. Одной из первых была содержательная работа Г.А.Тульчинского (НИУ ВШЭ, Санкт-Петербург), опубликованная в 2012 году [1]. В ней системно осмысливается отечественный опыт развития социальных инвестиций и социального партнерства, оценки их эффективности, приводятся авторские наработки по вопросам реализации социальной политики на корпоративном и региональном уровнях. Вышедшее в 2014 году издание Е.И. Андреевой, И.Д.Горшковой, А.С.Ковалевской (НКО «Эволюшн энд Филантропи») содержит конкретные практические рекомендации и пример расчета реализованной программы в сфере образования [2]. Исследование Ю.В. Ромащенко, опубликованное в 2015 году, является первой попыткой применения современной концепции SROI для оценки одного из социальных инвестиционных проектов в России. В нем на примере нескольких образовательных учреждений комплексно рассмотрены вопросы взаимосвязи организации питания школьников с их здоровьем и успеваемостью, обозначены все заинтересованные группы (стейкхолдеры), приведены карты результатов проекта и его верификация [3].

Исследований по применению концепции SROI для оценки социальных инвестиционных проектов в сфере спорта в России нет.

Особенностью предлагаемой модели является, во-первых, то, что она оперирует открытым потоком социальных ценностей, т.е. значение социальной эффективности независимо от количества суммируемых ценностей. Во-вторых, модель использует несколько несводимых друг к другу шкал измерения, т.е. признается факт, что монетизация не является универсальным средством сведения всего к денежному эквиваленту [4].

Отправной точкой является традиционная модель SROI. Новая модифицированная модель основывается на предпосылках о существовании таких типов ценностей, не все из которых сводятся к денежному эквиваленту. Другой предпосылкой является то, что определенный набор ценностей может иметь разное значение в различных ситуациях. Третья предпосылка: набор ценностей на входе модели является в каком-то смысле открытым, т.е. может варьироваться по количеству.

В модифицированной модели учитывается, что при рассмотрении социальных ценностей (монетарных и немонетарных) возникает некоторая неопределенность, которая должна быть формализована с помощью методов нечеткой логики. При рассмотрении конкретной ситуации  $S$  следует также понимать, что определенный набор социальных ценностей может иметь различную значимость для стейкхолдеров. Величина  $S$  становится дополнительным параметром модели SROI, который учитывается следующей функцией ( $F_2$ ) для измерения конкретного значения социальной эффективности (SROI)  $E$ :

$$F_2(W_1, W_2, S) = E,$$

где  $S$  – ситуационный параметр,  $W_1$  – оценка монетарных ценностей,  $W_2$  – оценка немонетарных ценностей;  $E$  – значение функции (SROI).

Предлагаемая модель SROI отличается от стандартной учетом немонетарных ценностей в зависимости от текущей ситуации, имеющей нечеткую природу. Это позволяет рассчитывать величину социальной отдачи от инвестиций более точно и качественно.

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## WHO'S AFRAID OF THE ATHLETES IN THE ELECTION PROCESS?

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### Background

This essay, inspired in the famous novel 'Who's afraid of Virginia Wolf', emerged due to since the beginning of the new century, there was a great concern about the participation of athletes in the election process of their sport boards, e.g., sport federations (López de D'Amico, 2009). This is the product of many discussions related with athletes' representation and/or the election process in sport federation. Women initiated this quest demanding representation or quotas in the IOC and international federations (Benn, Koushkie & Koca, 2016; López de D'Amico, 2016), but later other sport stakeholders started to ask for more democratic process, more information and participation in the decision making process. Moreover, more information was demanded related with election process and the possibility to vote. Venezuela did not escape this global trend, and the national sport law was in discussion during several years, the active participation of athletes was notorious and their demands for more participation in decision making and the voting right was one of the key elements of the discussion that in the long run took 10 years. The law was finally approved in 2011, so after several years of its implementation there are voices that indicate that the result is not what was expected. Some questions were raised and asked to elite athletes and coaches about whether the voices of athletes were heard? Did athletes achieve to have the right to vote? Are athletes satisfied with the changes that included the new Law? Elite athletes and coaches were interviewed and at first glance they are not satisfied with how the right to vote was implemented.

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## ORIGINS AND PRODUCTIVITY OF AUTHORS WHO STUDY SOCIAL MEDIA IN SPORTS MANAGEMENT

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### Background

Social Media represents a global revolutionary tendency that captures the interest of the Sport Manager researchers (Kaplan & Haenlin, 2010), and has increasingly done so in recent years. This tendency has been recently examined by a couple of reviews (Abeza, O'Reilly, Séguin & Nzindukiyimana, 2015; Filo, Lock & Karg, 2015). However, there still aren't studies that specifically explore the origin and productivity of the authors interested on Social Media in Sports Management.

### Method

This study, through an analytical and documental research method, and with explorative and descriptive aims, examines the origin and productivity of authors who study Social Media in Sports Management, in the three scholar journals of the field indexed in Scopus and the Web of Science (WoS): European Sport Management Quarterly (ESMQ), Journal of Sport Management (JSM) and Sport Management Review (SMR), from 2011 and 2015, inclusively.

### Results

Results show that 41 authors participated in the articles, of whom 85% were male and 15% were female. Only 17.65% of the articles were published by one author, while 82.35% was done in collaboration with two or more authors. Regarding the author's productivity, 90% of authors have published just one article, 7% two articles and 3% three. The average number of authors per article is 2.7. Regarding the institutional precedence of the articles, 22 different institutions have published about Social Media in Sports Management. Furthermore, research indicates that the majority (95%) of articles published about Social Media come from English-speaking academic institutions.

### Conclusions

The results offer a vision of the current state of research about the origin and productivity of authors who study Social Media in Sports Management and could serve as a starting point to guide future research in the Sports Management field. The data obtained suggests that the state of research regarding Social Media in the Sports Management field is in an embryonic state among the number and origin of authors, highlighting the dominant English-speaking countries' perspective of the research published. As Filo, Lock y Karg (2015) state, future studies coming from other cultures' perspectives would be interesting for the growth of the field.

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## FINANCING OF THE SPORTS ORGANIZATIONS AND MARKETING STRATEGY

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### Background

Activities of sports organizations of various types requires considerable financial and material resources. In the study, nine kinds of sources of financing of sports organizations were identified. They can be divided into five clusters. I. Investments: Public investment and Private investment; II. Borrowing: Lending; III Support: Charity and crowdfunding; IV. Commercial activity: Sale of products, Sale of rights, Sponsorship; V. Sports activities: Participation

Financing structure affects the choice of marketing strategy sports organization. At the initial stage of any project using sports investment sources or borrowing. However, their use has not become effective as development. Professional clubs and leagues need to change priorities in favor of commercial sources of funding. Marketing is focused on the creation of competitive sports products (entertainment events, services, goods, information). And, also to attract sponsors.

In Russia, a typical structure of a professional club's revenue might look like this: more than 70% are non-market sources - government funds, owners, and "patrons". These include funds from the "sponsors" designated authorities. Proceeds from ticket sales and merchandising make up only 10%. Amateur and children's sports organizations priority sources can be charity and crowdfunding. This will require the formation of the relevant proposals. The exact formulation of marketing objectives, considering the financing structure in each case, allows us to achieve significant competitive advantages. To develop an effective marketing strategy for sports organizations, need to identify sources of financing. This will help identify priorities and marketing to build an effective set of management tools.

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## A PILOT STUDY ON STUDENT ATHLETIC TRAINERS' MEDIA USE AND THEIR PERCEPTIONS OF SPORT-RELATED CONCUSSION

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### Background

American football has received a significant amount of media coverage in the area of sport-related concussion (SRC). Published empirical studies on SRC have suggested that there is an increased risk of a subsequent concussion after sustaining a single concussion (Guskiewicz et al., 2003) and that retired professional football players who sustained three or more concussions had an increased risk of developing mild cognitive impairment (Guskiewicz et al., 2005). Other media reports have suggested that participation in football or other contact sports causes a neurodegenerative brain disease called chronic traumatic encephalopathy (CTE) (Laskas, 2009). Given SRC and CTE information have become mainstream media topics, our pilot study was intended to provide data on how SRC and CTE coverage might impact consumer behavior by analyzing athletic training students' media consumption and evaluating if perceptions of SRC and CTE coverage by the media differed by the amount, outlet or type of media consumed.

### Methods

The instrument used for this study was 58-item questionnaire. Since this study was grounded in the theoretical framework of uses and gratification, we utilized the instrument employed by Vincent and Basil (1997), which they examined college students' current events knowledge and media use.

### Results

There was a statistically significant relationship between hours of television consumed per day and the media's accurate portrayal of concussion ( $H(2) = 5.53, p = 0.05$ ). Participants that consumed more hours of television per day were more likely to disagree that the media portrays SRC injuries accurately. The results revealed statistical significance between hours of internet consumed per day and reporting of SRCs has helped to accurately educate the public ( $H(2) = 8.27, p = 0.02$ ). Participants that consumed more hours of internet per day were more likely to disagree with this statement.

### Conclusions

Participants agree that the media are not doing a proper job of accurately educating the public about SRC and CTE. SRC is not a single-sport injury and the public deserves a broader coverage of SRC.

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## THE NHL'S NEW FRONTIER: MARKETING TO NATIONAL HOCKEY LEAGUE FANS IN THE SUNBELT STATES

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### Background

The National Hockey League (NHL) is adding a team Las Vegas, Nevada and understanding how teams in similar market places attempt to build their fan base can aid in this expansion process. Fan identity research is important in building a new fan base because sport fans reinforce identification with the team by engaging in supportive and repetitive consumption behaviors and it is crucial to develop that fan identity early on (Wann et al., 2001)

As the NHL has made concerted efforts through the 90's and 2000's to expand into the Sunbelt region of North America, its teams still face tremendous challenges to build up its fan bases (Smith, 1995). In a precursor to this study, Mastromartino (2016) collected data from fans in this region and a model of fandom was developed based on the themes and assertions derived, which suggested that teams fan community would play a significant role in fan identity formation and be the driving factor of the league's market penetration.

### Methods

As a follow up, this study adopted a qualitative research protocol to explore the phenomenon of NHL fandom formation in the Sunbelt region from the perspective of the team's marketers. Marketing managers from NHL teams in the Sun Belt states were interviewed and data was collected regarding the strategies they use to build a fanbase in their market.

### Results and Conclusions

Research findings revealed key patterns and trends that teams employ to influence individuals to become fans of NHL teams in this key region of growth. Specifically, grass roots marketing, unique game experiences, and community impact were found to be high priorities of these organizations. These results highlight gaps and untapped marketing potential when compared to the findings from the fan's perspective. Consequently, these findings offer practical implications for teams to build and expand their fan bases and also provide a foundation for future quantitative investigations.

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## LEARNING ON THE RUN: INTERNATIONAL CHAMPIONSHIP VOLUNTEERING BY STUDENTS AT A HISPANIC SERVING INSTITUTION

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### Background

Experiential learning has become an integral component of the sport management educational process (Bower, 2013). The ability to work with different sport organizations and receive professional training is an essential component of the student experience as programs attempt to adapt sport management curricula to industry needs (DeLuca & Braunstein-Minkove, 2016). Furthermore, industry professionals expect students to have been involved in experiential projects while completing their education and coursework is often designed to integrate experiential learning projects with professional sport organizations (Sheptak & Menaker, 2016). This case study explores the perceptions of students from a Hispanic serving institution (HSI) about their participation as volunteers at the IAAF World Indoor Championships, and considers how students viewed the opportunity to volunteer, their preparation, and what they learned while volunteering at an international championship.

### Method

This exploratory case study (Yin, 2011) is based on nine students who took part in a sport business club sponsored trip. After the event, students were interviewed using a semi structured interview schedule which allowed the interviewer to probe deeper into the students' answers develop a richer understanding of the students' experience. Transcripts were code on three levels utilizing open coding, focused coding and constant comparison.

### Results

Analysis yielded the following themes. 1) Real world experience in a non-mainstream professional sport was new for these students. 2) Students experienced real life exposure to sport management concepts and they valued practical experience. 3) Learning on the fly – lack of time and formal training forced students to learn as they worked and improvise. 4) Exposure to other (non-U.S.) cultures. 5) Exposure to other parts of the industry - Students enjoyed the ability to step away from the 'traditional' U.S. major sports (especially intercollegiate) and experience something new and 'bigger'.

### Conclusions

Participants appreciated exposure to new roles that may have been exclusive to the IAAF event. For many their only previous exposure to sport volunteerism came while working in intercollegiate sport programs. There was also agreement that classroom-based learning had not prepared them for the experience at the World Indoor Championships and only participation in industry events could really prepare them.

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## MODERN UNDERSTANDING OF THE LEISURE INDUSTRY

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### Background

The purpose of this article is to examine understanding of leisure industry, that is a complex concept with different meanings depending on the people, place, and time. Defining it requires journeys to different scientific approaches and positions. In article is analysed leisure with the different components, sectors and types of leisure industry. Exist individual, social and economic leisure functions. Leisure contributes to the social, cultural and economic development of individuals, communities, cities and countries and enhances the human condition while contributing to a variety of human experiences. There are Health, Social, Community, Environment and Economic benefits of Leisure. Main components of Leisure industry are: Sport and Physical Activity, Arts and Entertainment, Tourism (Heritage, Visitor Attractions), Countryside Recreation, Home-Based Leisure, Catering, Shopping (Clothes etc.). Afterwards, is summarized leisure's contemporary meaning according to its most common connotations. Throughout the chapter's discussion, is noticed that leisure has multiple, and even contradictory meanings. The aim of this article is to make an attempt to explain that leisure is not a phenomenon that can be clearly defined and separated; its definition are inter-connected, pointing to the universality and many-sided nature of this concept. Objectives: (1) To reveal theoretical aspects of Leisure industry, its Functions, Role and Benefits. (2) Describe main components of Leisure industry. (3) To distinguish Leisure industry different Sectors and Types.

### Methods

Analysis of content and scientific literature.

### Conclusions

1. Leisure is characterized by the quest for satisfaction, leisure, discovery and contributing to the quality of life of people worldwide. Leisure is an intricate and dynamic concept with different meanings depending on the context. Exist individual, social and economic leisure functions. Leisure contributes to the social, cultural and economic development of individuals, communities, cities and countries and enhances the human condition while contributing to a variety of human experiences. There are Health, Social, Community, Environment and Economic benefits of Leisure.
2. Main components of Leisure industry are: Sport and Physical Activity, Arts and Entertainment, Tourism (Heritage, Visitor Attractions), Countryside Recreation, Home-Based Leisure, Catering, Shopping (Clothes etc.).
3. These are three divisions in the leisure industry: public, private and voluntary. Each of them provide different services. For example public offer activities to the whole public with the possibility of being paid and voluntary are activities that are simply for the participants enjoyment as there is no pay involved. There are lots of interactions within sectors and components. In the leisure industry there are two different types of leisure. The first one is called active leisure. Active leisure activities involve the exertion of physical or mental energy. Passive leisure is less well known than active leisure. For example simply reading a book is a form of passive leisure, collecting things like stamps; postcards etc and the most obvious of passive leisure would be watch TV.

## AN ASSESSMENT OF QUALIFIED LIFEGUARDS' KNOWLEDGE AND ATTITUDES TOWARDS AEDS IN SINGAPORE

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### Background

Drowning occurs when a person suffers respiratory impairment from being submersed in liquid and death occurs within 24 hours. It is the 3<sup>rd</sup> largest cause of unintentional injury death globally, with a predicted 372,000 annual death by drowning cases worldwide (WHO, 2014). In most drowning situations, cardiac arrest occurs within 15 minutes of being submerged (Bieren, 2014). The Automated External Defibrillator (AED) is a fundamental equipment for basic life support (European Resuscitation Council [ERC], 2010) for sudden cardiac arrest victims. Each minute of cardiac arrest without defibrillator decreases survival chance by 10% (US National Heart, Lung and Blood Institute, 2011). However, lifeguards in Singapore laws do not need AED certification to work (Tai, 2013), even though AED training is compulsory to be a qualified lifeguard in many countries. This may pose a threat to the lives of potential victims. Therefore, this study was performed to investigate qualified lifeguards' knowledge and attitudes towards AEDs in Singapore.

### Method

A non-experimental, cross-sectional hardcopy survey was used for this investigation. The target population for the study included all BM certified lifeguards in Singapore and participants were randomly selected from the facilities of the 52 affiliate lifesaving schools of Singapore Life Saving Society. Total 156 valid surveys were collected through on-site visits carried out at 12 facilities over a 3-week period in February 2016.

### Results

36.5% of participants were not AED-trained, and among those AED-trained, 29.3% did not hold valid certifications. Confidence in using an AED during emergencies was moderate with a mean of 3.05±1.33 (5 point Likert-scale), and 67.3% incorrectly believed that AED usage could harm an unconscious victim. 30.1% were unwilling to use an AED on a stranger when off-duty. After being informed that they were protected from liability, 76.3% of participants felt more inclined to use an AED on strangers when off-duty.

### Conclusions

Lifeguards in Singapore generally have poor knowledge on AEDs, a negative attitude towards AED usage and are poorly informed on AED and lifesaving legislation. Making AED certification compulsory for lifeguards would likely increase their confidence in using AEDs. Clarification regarding protection from legal liability should be provided to increase lifeguards' willingness to use AEDs.

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## **AN ANALYSIS OF THE IMPLEMENTATION OF SRSA'S CLUB DEVELOPMENT PROGRAMMES: CASE STUDIES OF SELECTED COMMUNITY FOOTBALL CLUBS IN KWAZULU-NATAL AND THE WESTERN CAPE, SOUTH AFRICA**

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### **Background**

Internationally sports clubs play an influential role in merging the residents and in increasing social cohesion in communities at large. They are seen as centres of sport development in countries such as Canada, United Kingdom (UK), Australia and New Zealand (Hoye, Smith, Westerbeek, Stewart & Nicholson, 2006:39).

For a community sport club to be effectively functional, generic elements such as planning, strategies, decision-making, structures, human resources and other relevant components must feature (Koster, 2016). In 2006, the National Department of Sport and Recreation South Africa (SRSA) introduced a new programme called *Club Development Programme* (CDP) for communities. The CDP is rolled out in all nine provinces across South Africa. Bouah (2015:22) emphasizes the relationship between the role of government and civil society and expresses that governance within the sporting structure plays a key role due to its importance for implementation. The study aims to assess the theoretical approaches and practices of the CDP as well as to examine the impact, outcomes and the key success factors of the CDP's implementation with specific reference to the selected provinces and the metropolitan areas in South Africa. A focus will be placed on its effectiveness towards the development of community football clubs in South Africa.

### **Method**

Seventy six participants have been targeted for scheduled and In-depth interviews. Purposive, random and convenience sampling methods have been used for collecting qualitative data. Version 8 of Atlas.ti will be used to help analyse the results to produce qualitative data.

### **Results**

The study is anticipated to provide SRSA with relevant feedback to better understand the factors that contribute to an effective implementation of programmes in order for the CDP goals to be achieved.

### **Conclusions**

Many Club Development Programmes internationally and locally experience challenges with regards to implementation. This study aims to take international examples into consideration in light with how CDP could improve by identifying relevant theoretical principles and approaches that are effective towards the development of community football clubs in South Africa.

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## ANALYSIS CRITERIA AND INDICATORS NEEDED TO ATTRACT COMPANIES TO BECOME SPONSORS AND PARTNERS

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### Background

Sports, culture and education sponsorships have become a popular and expensive marketing and PR instruments. Very often is clear that return on investment (ROI) is not measure appropriate since there is a lack of indicators established for this purpose. In the same time it is not clear what to follow and which criteria organizations should fulfil to get sponsorship or donation.

The main aim of the research was to find the indicative markers to attract partners to participate in the sport, culture and educational projects in accordance with well-established criteria for company promotion. Furthermore, exploring possibilities to develop common guideline for sport, culture and educational institutions in order to have relevant common approach for company's partnership and to clarify is it product promotion and marketing sales promotion of company as social responsibility and excellent public relation.

Therefore, the purpose of the study was to identify the objectives sponsors deem important when evaluating professional sport sponsorship opportunities in Bosnia and Herzegovina.

### Method

To address this purpose, responses from more than 30 organizations that had sponsored sport, culture and educational projects were analyzed to identify relevant criteria and indicators. Present research was based on the information from questionnaires intentionally designed for targeting marketing or PR managers in 30 companies in BiH. Data processing, which included significance of differences and observed frequency distribution, along with ranking sponsorship objectives, criteria and indicators were used for conclusion, giving us a clear indicators frame.

### Results and Conclusions

Following methodology that was used, as we hypothesized, proved no transparent sponsorship or partnership criteria in line with company mission exists. Previously proves more difficult for organization or projects founding plan to identify and attract sponsors or donors. Measuring social responsibility as toll for appropriate PR strategy is one of the added value of the research. Detailed results of the research will be presented on the 2nd WASM World Conference in Kaunas, Lithuania, from the 20th-23rd June, 2017.

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## GLOBALIZING THE MANAGEMENT AND MARKETING OF ICE HOCKEY IN A COMPETITIVE SPORTING LANDSCAPE

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### **Background**

In December 2016, the World Hockey Forum was held in Moscow under the auspices of the International Ice Hockey Federation and the Russian Hockey Federation. The event brought together academics, administrators, journalists and sponsors to examine the global growth of the game. While this event was important to coordinating strategies for hockey growth in the IIHF and for organizations such as the Kontinental Hockey League (KHL), which operates franchises in several countries including Russia and China, this panel furthers the academic discussion of how international sports federations attempt to increase numbers of players, facilities and clubs in new markets. This panel examines the relationship between institutional plans for growing a sport in a highly competitive global sports marketplace and administrators within a variety of enterprises operating at local and regional levels from the perspective of the sport of ice hockey.

## BALANCING MASS PARTICIPATION AND ELITE SPORTS: THE EU COUNTRIES COMPARED

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### Background

The positive interdependence between mass participation and elite sports is often taken for granted, especially in official policy statements. Success in elite sports is supposed to trickle down to the bottom of the sport pyramid and enhance the mass participation in sports, whereas a high participation in sports provides a positive breeding ground for elite sports (Green, 2005). Still, the intensification processes in elite sport developments brought about by the rising competitiveness for success in professional sports make the different forms of sport involvement compete for limited resources and training approaches. Even wealthy countries are faced with a dilemma of priorities in their sports policy (Ronglan, 2015), balancing needs for a high participation in sport for all (to reduce health and social risks) with a desire for a success in Olympics (to improve national pride and international recognition of a country brand). This paper presents the heterogeneity of EU countries in terms of their mass participation and elite sports achievements.

### Methods

A hierarchical and a K-means clustering methods were used to determine groupings of EU countries according to their sports participation and Olympics results at 8 years' interval. Additionally, changes in individual country's results in terms of both variables, as well as overall heterogeneity were defined using measures of variance. Sports participation data were obtained from the 2004 and 2014 Eurobarometer surveys (European Commission 2004, 2014). Elite sport results were defined by medals won in both summer and winter Olympics (in 2004 and 2006 vs. 2012 and 2014).

### Results

Four clusters of countries could be identified in 2004/2006: (i) high sport involvement countries with outstanding elite sport achievements; (ii) high sport involvement countries with outstanding mass sport participation; (iii) high mass sport participation with low elite sport achievements countries; (iv) low mass sport participation countries. In 2012/2014 the latter cluster divided into two groupings: low sport involvement countries, and rather low mass sport participation with high elite sport achievements countries. There has been more variance in elite sports than in mass sports achievements both across countries and over time.

### Conclusions

There are important differences in sport profiles of the EU countries. The countries having achieved high rates of sports participation seem to face a trade-off between a hazardous Olympic success and an even higher, but stable, mass participation in sports.

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## SYSTEM APPROACH TOWARDS THE INNOVATIONS IN SPORT MANAGEMENT

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### Background

From the literature review regarding innovations in sport (Caza,2000; Drawer,2008; Fuss et al.2007) it is obvious that the research of innovations in sport is focused either on innovations introduced by sports organizations for the improvement of their sports product's related processes or services or on technological innovations introduced for the improvement of performance in sport and its measurement. Therefore our aim is to encourage a systematic approach to assessing the possibility of innovation in sports organizations and thus to highlight the opportunities and limitations of the innovations in sports management.

### Method

For profound analysis of opportunities and limits of innovations in sport management, two most cited sources in terms of the classification of innovations - Oslo Manual (2005) and Doblin Ten types of innovation (1998, 2011) were used. These frameworks allowed us to evaluate the opportunities for not only the product or services innovation but also for many other types of innovation that go beyond sports products. Moreover, they provided us with the opportunity to explore how the specific features of sport and sports products affects the implementation of the different types of innovations and where the limits for innovative thinking are. Limits as well as opportunities set by the specific features of sport were analysed in each type of innovation.

### Results

The analysis of innovations, which can occur in sport that was conducted within Oslo and Doblin's frameworks, enables us to identify the gap in the classification of innovations in sport management and subsequently the gap with regard to new opportunities for developing defensible innovations in many other areas in sport such as finance, process, offering and delivery. The innovations that produce value and competitive advantage for sports organization in terms of sport management and upon which the viable business concepts can be developed were identified.

### Conclusions

The major finding of this paper is that a systematic approach to assessing innovation in sport provides opportunities for business development in all sports sectors with regard to the sport management, which is a unique area of study that deserves more attention.

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## THE STATE AND FOCUS OF U.S. INTERCOLLEGIATE ATHLETICS: PAST, PRESENT, AND FUTURE

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### Background

Leading an intercollegiate athletic department is a vital and complex task. To fully understand the dynamics of intercollegiate athletics, it is important for university administrators to study its history, its current landscape, and its future direction. The lure of the visibility associated with a winning program and the opportunity to enhance an institution's reputation has fueled the investment in intercollegiate athletics in the United States (Desrochers, 2013). As such, a conflict between amateurism and commercialism has always existed. The National Collegiate Athletic Association (NCAA), originally established as the Intercollegiate Athletic Association of the United States (IAAUS), has encountered significant growth over the past 50 years. With a serious infrastructure in place, several pivotal moments shaped the direction of the NCAA including dividing its membership into three classifications (NCAA Division I, II, and III in 1973), approving Division I competition for women in 1981, and acquiescing control of intercollegiate athletics to university presidents in 1984 (Smith, 2011). Currently, NCAA Division I athletic departments are generating revenue comparable with the *Forbes* 100 Best Small Business list (Badenhausen, 2014). Because of this financial prosperity, as well as many other issues, the NCAA's very principle of amateurism is under heavy scrutiny from the media, public, politicians, and the courts. Also, a profusion of class-action lawsuits has prompted national conversations regarding issues such as student-athlete health care, rights to their likenesses, and union formation. In response, the student-athlete experience and improved student-athlete welfare has become critical priorities with the NCAA and intercollegiate athletic administrators (Clay, 2016; Neal, 2017). Increasingly, there is a call to reset the priorities for intercollegiate athletics with an increased focus on academics over commercialism. A counter option would be to eliminate the academic requirements altogether and create independent entities that would serve as a licensed concession in representing the university (Prudhomme, 2016). A third suggested possibility is to allow each of the individual conferences to provide a revenue-sharing program to the student-athletes (Berry, 2016). This presentation will provide an overview of the primary issues in intercollegiate athletics as well as recommendations for other developing intercollegiate athletic governing bodies.

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## THE EFFECT OF PERCEIVED CSR ON TEAM IDENTIFICATION AND TEAM LOYALTY IN PROFESSIONAL FOOTBALL IN KOREA

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### Background

Professional sports teams in Korea have been uniquely operated by their parent corporations for PR with the exception of several citizen teams. However, the professional sports are recently considered a promising industry. Consequently, Korean professional sports teams are using social responsibility in society, as Corporate Social Responsibility (CSR) contributes to economic potential, value creation, and the local community (Park & Chang, 2010). CSR is a concept whereby corporations are directly involved in social and environmental issues associated with business operations and stakeholders on a voluntary basis (European Commission, 2001). There has been lots of research on professional baseball teams and CSR (Heo, 2015), but little research examines the relationship between football teams and CSR. Therefore, this study explored how the perceived fit of professional football team's CSR (team and fan perspectives) influences team identification and team loyalty.

### Method

Data were collected from 229 spectators watching professional football match on July 25<sup>th</sup>, 2015 by using convenient sampling method. After removing 42 cases of incomplete or faithless questionnaires, 187 were used for data analysis. For the study, Confirmatory Factor Analysis (CFA) and Structural Equation Model (SEM) were conducted by using AMOS 21.

### Results

As a result of CFA, the overall validity and fit could be considered a relatively good model ( $\chi^2(df) = 202.598$  (84,  $p < .05$ ); CFI = .924; TLI = .904; RMSEA = .087; SRMA = .07). In addition, the Goodness of Fit of the model was as follows:  $\chi^2 = 219.327$ ,  $df = 86$ ,  $p < .01$ , CFI = .914, TLI = .895, SRMR = .088 and RMSEA = .091. As a result of the path coefficients, the perceived fit between the fans and the team's CSR significantly affected team identification ( $\beta = .40$ ,  $t = 4.15$ ), but the perceived fit between the team and the team's CSR had no significant effect on team identification ( $\beta = .01$ ,  $t = 0.08$ ). Lastly, team identification positively influenced team loyalty ( $\beta = .49$ ,  $t = 5.462$ ).

### Conclusions

The previous research has focused more on the team's point of view, but this study dealt with both the team and fan perspectives. The finding will help professional sports team's marketers create and design more effective CSR strategy.

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## A CONTENT ANALYSIS OF TRANSGENDER INCLUSIVITY ON COLLEGIATE RECREATION WEBSITES

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### Background

Creating an inclusive and welcoming environment in collegiate recreation has consistently been the topic of much interest. Particularly, a focus to address the ever diversifying college community has brought about much attention on implementing inclusive policies and campaigns. The ever diversifying college community as subjects of these strategically inclusive policies and campaigns surpasses the binary gender system. The idea of binary systems, along with the subsequent power hierarchy present, is well intergraded into the socialization of sport (Kilgour & Parker, 2013; Schwartz & Corkery, 2011).

Current research regarding collegiate recreation underrepresentation focuses primarily on minorities that adhere to binary genders or those whom are assumedly placed within a binary category. While national collegiate recreation organizations hold inclusion as a strategic value, little research is available to professionals regarding inclusive practices and strategies to best include transgender people in collegiate recreation programming and services; this lack of information impacts marketing and communication visibility. Factors that contribute to this lack of visibility include the exclusion or improper identification of non-binary gender identities.

### Method

As an exploratory study, 200 NIRSA: Leaders in Education Institute Member recreation department websites were randomly selected, 30 from each from the six American Regions (Region I – Region IV) and 20 from Region Canada. One researcher reviewed each department website and coded the transgender inclusion content for presence and content location.

### Results

The data collection is still in progress, but the results will discuss the descriptive statistics to provide an overview of the inclusivity and accessibility of transgender content on recreation websites.

### Conclusions

National organizations, such as NIRSA: Leaders in Collegiate Recreation, are keenly aware of transgender issues but are ill equipped to make data driven marketing and communication decisions based in scholarly research. Collegiate recreation is under pressure to expand their research and practices to best serve the growingly diverse needs of college communities. Practical applications of this study's results will yield to the utilization of more inclusive marketing and communication methodologies by collegiate recreation marketers.

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## BIG DATA SPORTS ANALYTICS: A PLATFORM FOR TEAM PERFORMANCE INSIGHTS

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### Background

The speed and quality of advancement in digital technology has led many experts to urge for its implementation in the sports industry, see e.g. Petrović (2016a; 2016b), Petrović *et al.* (2015), Petrović *et al.* (2014). Sports professionals and coaches have always explored ways to boost performance and minimize the risk of injuries. To improve game preparation and drive player performance with performance insights, it is necessary that software solutions enable rapid evaluation of in-match and training situations and adjust strategies accordingly uncovering insights needed to create winning strategies.

### Method

Sports One is cloud software platform (PaaS) with all-in-one management console to monitor player performance, training and health. It has a modular structure and is available both as an on-premise solution and as an application for smartphones and tablets. Sports One is built on cloud-based development platform (HANA), where information ranging from historic data to sensor data captured during the most recent training sessions converges to provide actionable insight (SAP, 2016a). A key advantage of the HANA-based platform is that it facilitates processing of vast amounts of football-related Big Data in the Internet of Things (SAP, 2016b). Sport One for Football analytics in the cloud is based on the Match Insights platform (SAP, 2014).

### Results

In order to enhance the value of training, it is necessary to evaluate a simple *dashboard* of player performance analysis software to get a single, unified view of each player based on training and development of data distributed across the organization. To perform an *ad-hoc* analysis to answer *what-if* questions, we customize visualizations to enhance data context, apply advanced predictive analytics to anticipate performance issues that can affect a player's development and availability.

### Conclusions

Innovative cloud-based software solutions enable sports organizations to improve players and teams through performance insights, player and team analytics, player fitness, planning of training, as well as scouting and team management. The big data sports analytics provides a foundation for consolidating all kinds of different data ranging from match statistics, player fitness data, information about injuries, medication, and recovery, training data, match analyses, and scouting notes. In future, constant stream of new and interesting applications will make the cloud platform increasingly attractive to the sports community.

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## SECOND SCREEN AFFINITY OF FOOTBALL FANS

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### Background

Second Screen is defined as the use of a second device such as a tablet or smartphone while watching TV (only) when it is relating to the TV program (e.g. googling actors, following sport stats) – otherwise it's just called parallel usage. Second Screen has become increasingly important with the changing TV habits due to technological advances (Busemann/Tippelt, 2014).

### Method

This study is based on previous quantitative research (Pfeffel et al., 2016a) and extended with a recent online survey of football supporters (Club A: Rhine-Main area in Germany, sample of 1400 supporters | Club B: football club in the Ruhr area, sample of 330 supporters). The additional data and the correlation analysis conducted allow to compare supporters from different football clubs in order to better understand the characteristics (demographics, club identification, TV habits etc.) of so called Second Screen Heavy Users (SSHUs; Pfeffel et al., 2016b).

### Results

In both samples, football fans had a lower parallel usage of a second device while watching football broadcastings compared to TV consumption in general. However, their Second Screen usage was higher vs. watching a non-sport program – results, that are in line with the assumed higher involvement of sport consumption. The parallel and the Second Screen usage of club B was lower than for club A regardless whether for general TV programs or football broadcastings. In relation to Second Screen usage of football broadcastings, 33 per cent of fans of club A used the second device intensively (SSHUs), but only 24 per cent of club B. Analysis of various correlation factors explain the differences within the two samples which are especially related to demographics as the average age of fans of club B was higher than in the sample of club A.

### Conclusion

As age – besides other factors – very well explains the various shares of SSHUs in different samples (higher share of SSHUs in younger target groups) the results have economic implications. They – in addition with the detected willingness to pay for attractive Second Screen offerings – support the assumption of a growing market potential and thus commercialization opportunities for sport clubs.

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## USING SPORT MARKETING CASE STUDIES IN THE CLASSROOM

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### Background

Case studies have long been used in a number of fields of study as an effective classroom and out-of-class learning tool (Pitts, 2015, 2016a, 2016b, 2017). They can be an effective learning experience for students in Sport Management. Using cases based on either real or fictional sport companies, and presenting with a plethora of issues and problems, the student attempts to utilize fundamentals and concepts already learned in their Sport Marketing and/or other Sport Management courses, as well as apply critical analysis and thinking, to identify if problems exist, what they are, determine strategic objectives, and develop a comprehensive plan that addresses the problems and seeks to attain the strategic goals. Case studies come in many formats, are varying lengths, and range from the one-paragraph 'situation' case to the multi-page, in-depth, and very detailed case study. Some cases come with one question and some come with several questions, while some pose no questions. Some are to be used for discussion while in class, and some are to be used for a written analysis usually as an outside of class assignment. Case study assignments may be done individually or in teams. Some case study assignments may be accompanied with specific readings, and some are based on a topic covered in class. However, rarely do cases come with a case analysis model – the step-by-step mechanism to be used by the student in analyzing the case. Some instructors of Sport Marketing have learned how to use case studies in the classroom, and some do not. Therefore, the purpose of this presentation is to offer help for those seeking to use case studies, particularly in a sport marketing course. Specifically, this presentation will offer suggestions on where to find case studies, how to find help in using case studies, and numerous assignments and activities for using case studies in the sport marketing class. This presentation will provide an in-depth look at expectations and experiences for the Sport Marketing educator, and will provide examples of real written case studies by students that the educator can take away to use as models for their classes.

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## CLIENTS OF THE GOLF COURSES IN ANDALUSIA (SPAIN): STUDY OF THEIR PERCEIVED QUALITY

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### Background

The purpose is to analyze the quality of the services provided to the clients of Andalusia golf courses. Golf is one of the sports with the greatest tourist, economic and social repercussion in the world (Vierna, 2008). The theoretical basis explains the need for organizations to have agile and efficient tools to help manage through an adequate assessment of perceived quality; this has meant that many instruments have been developed in very different sectors (Ros, 2006).

### Method

A questionnaire has been created with previous work by Crilley et al. (2002) and Seto (2003.). We analyze 652 users of 17 golf courses in Andalusia. Questionnaire consists of 52 items divided into 6 subscales: 1.- Use of the field 2.-Opinions on services offered (Expectations and Operation) 3.-Loyalty 4.- Sociodemographic characteristics 5.-Value for money and aspects of maintenance 6.-General assessment of field satisfaction.

The collection of information is during the months of February- December 2013 (High season). The data is analyzed using the Excel program.

### Results

Majority of users resided in Spain (72.24%). They have a mean age of 50.17 years where 73.43% men and 26.57% women. The users attend the field for leisure (67.48%), and only 34.66% are members. The most neglected areas: Bunker (43.01%), Green (38.26%) , Pitching Green (22.69%)

The relevant *conclusions* are that: 2.95% of golf course users considered the "value" of the field trip "adequate", 68.41% showed that the staff of the golf course should be cordial, A final average rating on golf courses of 6.57 out of 10.

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## THE UPS AND DOWNS OF BAYI FUBANG ROCKETS: A RESOURCE BASED VIEW

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### Background

Bayi Fubang Rockets is a distinct professional sport club (PSC) that plays in the Chinese Basketball Association (CBA) League (CBA, 2017). Due to its close relation with People's Liberation Army (PLA), Bayi Fubang Rockets used to possess resources that warranted itself an unrivaled competitive advantage. But in the recent years its ties with PLA also transformed those resources and made the club suffer from an unprecedented journey from being the top-notch team to one of the clubs that struggled in the bottom of the league. Yet, with all the drastic changes, no existing research has addressed its collapse and the fact that Bayi Fubang Rockets still somehow maintained a persistent popularity among Chinese basketball fans. This study, with a comprehensive review of literature on the theory of resource-based view (RBV) (Barney, 1991; Wernerfelt, 1984), first summarized the pivotal attributes that enabled organizational resources and capacities to attain a competitive advantage. Then it moved on and continued the investigation into Bayi Fubang Rockets through a classic approach of resource-based view, and evaluated the key attributes of resources and capacities of Bayi Fubang Rockets with an aim to comprehend the causes and effects of its ups and downs over a two-decade span. It was suggested that valuableness, rareness, imperfectly imitability, and non-substitutability played an important role in the developmental process of Bayi Fubang Rockets and were the key determinants of the club both financially and in terms of league performance. Lastly, the paper was concluded by providing suggestions for the use of RBV in understanding PSCs in various settings and the direction for future research based on an RBV approach.

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# DIRECT ECONOMIC IMPACT OF HPK ICE HOCKEY TEAM TO THE CITY OF HÄMEENLINNA

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## Background

Sports in Finland is largely financed by public funding. (Heikkala 2009). As this funding is decreasing, the originally non-profit organizations turn more into private businesses. Recently, the public discussion argues whether investing public money in professional sports is justified or not. The aim of this study was to measure the direct economic impact of one of the Finnish national league Ice Hockey teams, HPK, to their home city, Hämeenlinna. The approach considers the team as a small and medium-sized Finnish enterprise. Research on the economic impacts of sports often focuses on international sport events. Recently, also local approaches have been applied (Preuss et al. 2010). The significance of the sporting events' impacts on the hosting city is increasing (Kaspar & Kaiser 2013), and local events can have a significant effect on the regional economy (Könecke et al. 2015)

## Method

The objective of this study was to calculate the direct economic impact the ice hockey club generates to its home city. The method used includes the match day spending and club's payment flows. The impact of the club's own business activities was calculated from the financial statements, and the spectator spending during the match days was examined by a survey. The data was collected during the season 2015-2016.

## Results

The results of this study indicate that the primary economic impact of HPK Ltd. Ice Hockey team to its home town was 5 million euros. Almost 720.000 € benefitted the city of Hämeenlinna directly in form of taxes, 1,5 million was paid to employees as salaries, and 1,9 million € went to local companies. Approximately 2 million € were divided between the state as taxes and other payments.

## Conclusions

Considering the fact that HPK is a small and medium-size enterprise, it generates substantial economic impact to its hometown and region. Often these impacts are not widely recognized by the other local companies and public authorities. Therefore, getting more comprehensive overall picture of the role and importance of this kind of studies, further research is required.

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## THE INFLUENCE OF TEAM BRAND ASSOCIATION MEASURES IN A SATELLITE FAN CONTEXT

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### Background

Since the NBA played its first exhibition game in China almost forty years ago to 2016, when Yao Ming was inducted into the Basketball Hall of Fame, the NBA has experienced substantial growth in China. Thanks to a record number of marketing and media partners, in 2016, NBA content was consumed by over 300 million unique viewers on television (Yang, 2016) and averaged 2 million viewers per game shown on digital platforms (Neumann, 2017). Chinese NBA fans are what Kerr and Gladden (2008) termed "satellite fan," those still bonded with a sport organization despite being geographically removed. Past research has expressed the importance of understanding satellite fans, but limited empirical research has been conducted. This study was designed to further our understanding of satellite fans by examining the influence of team brand associations they hold on the sport brand equity framework (Ross, 2006).

### Method

The study utilized a sample of university students in China to evaluate 16 brand associations of 10 NBA teams categorized as either the most followed (popular) or least followed (unpopular) on Weibo. An independent t-test was used to compare the brand association ratings between the categories. A multiple linear regression was employed to examine the relationship between the brand associations and team loyalty.

### Results

The highest scoring popular team brand association was star players ( $M = 6.05$ ,  $SD = 1.17$ ). There was a significant difference in this measure compared with the unpopular teams ( $M = 5.12$ ,  $SD = 1.47$ ),  $t(146) = -4.28$ ,  $p < .001$ . The multiple regression model with all brand associations produced  $R^2 = .506$ ,  $F(16,114) = 7.288$ ,  $p < .001$ . Results indicated that higher scores of nostalgia and competition had significant positive effects on team loyalty, while rivalry was expected to decrease team loyalty.

### Conclusions

Satellite fans consume more NBA content than ever before. Building off past studies demonstrating the importance of brand equity frameworks in a domestic setting, this study is a step in understanding more about the satellite fan by revealing the influence of certain brand associations. Still, further research is needed in this area.

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## SOURCES OF STRESS AND COPING STYLES OF EUROLEAGUE BASKETBALL REFEREES

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### Background

An inventory, called the Basketball Official Stress Survey (BOSS), was developed by Anshel and Weinberg (1996) to determine source of stress and coping style. The first part listed statements about the referees' sources of stress (RSS) of selected stressful events which were adapted from previous studies in this area (e.g., Anshel & Weinberg, 1995; Louvet, Gaudreau, Menaut, Genty, & Deneuve, 2009; Tsozbatzoudis et al., 2005). Examples included verbal abuse from coaches/players/spectators, made a wrong call, being in a wrong location position in court, experienced pain or injury, and problem working with partner. The second part of the inventory was to identify the referees' coping styles (RCS) following three different stressors on stressful events. Respondents were asked to "indicate the level of intensity felt after experiencing each of the stressful events" on a Likert-type scale ranging from 1 (*never*) to 5 (*always*). Participants were 93 Euroleague referee (Age: 40.81, officiating year: 8.46) in 2015-2016 season. The BRSS consisted of nine items that were theoretically generated from the existing stress literature to examine coping with acute stress.

### Results

The RCS consisted of ascertaining the referees' coping style (RCS), sub-categorized as behavioral or cognitive coping response to the stressful events. The RCS 9 items used in this study were obtained and modified from several previous studies using this framework in which all items were validated (e.g., Anshel, & Sutarso, 2007; Krohne, 1993, 1996; Krohne et al., 2000). There were 3 most important source of stress determined which are "Wrong calls (an error in judgment)" (87.3%), "Verbal abuse from coaches" (81.4%), "Problem working with my partner" (59.8%). Two separate "Principal Competent Factor Analysis" with Oblique rotation was conducted to test of factor structure of each forms of BOSS. Principal Competent Factor analysis on the source of stress form revealed 3 factor structures and items were explained 62.12% variance for 93 referees. These three factor structure are namely "Presence of others" (5 items), "Physical and verbal threat" (4 items), "Performance concern" (5 items)

Principal Component Factor Analysis on coping style form also revealed there factor structure and items explained 68.72 % of variance for basketball referees. These factors are negative cognitive coping, positive cognitive coping and behavioral coping. Reliability analysis shows that alpha value between 0.34 - 0.71 for both source of stress and coping style.

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## BEING DIFFERENT THROUGH “EVENTISATION”? THE GERMAN FITNESS SECTOR IN THE FIELD OF TENSION BETWEEN HEALTH AND EVENT SOCIETY

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### Background

The German fitness industry is a vibrant branch which has been shaped by many innovations throughout the past years. The market numbers are remarkable, as they have been persistently growing. In 2016 the industry served 9.5 million members and generated 4.8 billion € in revenues (Deloitte 2016). However, the market is very competitive and has eliminated uncompetitive providers consequently. As examining the market, it becomes obvious, that many providers try to implement aspects of “eventisation” to achieve differentiation. The presentation aims to deliver how providers implement “eventisation” and how this is combinable with the characteristics of fitness services.

### Method and Results

On the one hand, characteristics like client proximity and privacy are crucial for fitness services, as customers reveal very individual data to ensure a proper planning of exercise programmes. It is more or less a medical service (Rieger 2015). On the other hand, methods of “eventisation”, namely the process of enhancing heightened emotional involvement and entertainment of clients become compatible. “Eventisation” as a societal development in which more and more areas of social interaction are pervaded by entertainment offers (Hitzler 2011). Thus, it is a research topic in sociology as well as in business sciences, especially in the field of marketing. In marketing science the concept of “eventisation” belongs to the product policy measures, as it is applied to create an emotional value-added service for the customer (Meffert, Burmann & Kirchgeorg, 2014).

Regarding the different types of suppliers in the market it is apparent, that a market fragmentation has taken place, which lead to numerous service concepts, that vary from discount suppliers up to high-class premium facilities. In terms of the necessity to create differentiation by applying measures of “eventisation” it primarily seems to be implementable for premium suppliers, who naturally offer a wider range of product attributes. The presentation shows that “eventisation” can be applied for many different supplier types including the budget sector.

### Conclusions

“Eventisation” is already used in the fitness market. Suppliers should be aware that the threat of neglecting the core elements of the service is evident, as customers very often quit activity and their membership if they do not reach their goals or experience a poor exercise-related service.

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## RUN, CLICK AND POST: THE RELATIONSHIP BETWEEN BRANDS, CONSUMER AND RUNNERS' SELFIE ATTITUDE ON SOCIAL MEDIA

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### Background

Salgado & Chacon-Mikahil (2006) noted that "both the number of runners who complete marathons, the time of completion of the race for most of these participants has been increasing in recent years. However, this relationship is reversed for the elite runners, whose time has decreased". This factor is evidence that these events have, every year, with the presence of an increasing number of participants not athletes with various particular interests (AIMS, 2014). In the "Access Era" (Rifkin, 2001) and "Convergence Culture" (Jenkins, 2008), the audience is no longer passive. It produces its own content for consumer community members attending. An increasing number of running race sees practitioners in "selfie" and social media such as Facebook, Instagram and Snapchat, the ideal places to connect, to show, to belong. From the point of view of consumption, the need for self shooting and in near real time, post images to build your "I" in the universe of social media, an increase in the possibility of return to investors, organizers and sponsors of running race event.

### Method

From the theoretical assumptions presented, this research presents as a major issue: up, through the case study of the Miami Marathon, held on February 2, 2014, in the United States, the main elements relating to consumer brands and companies present in photos posted by Brazilians runners joined the North American competition. For it, we analyzed the images published by 298 participants from Brazil who finished the race in [www.correrpelomundo.com.br](http://www.correrpelomundo.com.br) portal for the period from 02 to 10 February 2014. Our intention was to map the brands and companies that appear in the photos of "selfies". We intend, therefore, encourage the development of marketing strategies, combining sport and technology, using this type of human behavior, increasingly characteristic of current days.

### Results

Of the 298 Brazilian participants, we find photos of the event posted on Instagram by 66 individuals, totaling 22.15% of practitioners coming from Brazil that posted their pictures for us located in Instagram. Of this, only 15 (5.03% of total), published more than 3 photos. Of the 15 selected profiles, two - @lifetimeae and @sundanzdancers - were eliminated from the sample. Of the 13 selected profiles, 9 (69.2%) are male and 4 (30.8%) female. In 31 (32.9%) of the total of 94 images, the clear identification of the supplier of sporting goods is possible that manufactures some of the clothes, essential or ancillary used by Brazilians.

### Conclusions

From this study, it can be seen that users post selfies on Instagram seeking greater visibility, aiming to be "consumed" by the look of the other. Much more than the consumption of any brand and/or product, "selfies" are interested more in their own consumption by people who view their profiles on social media. The behavior of this group of individuals, increasing in social media, is still little explored by business organizations. On the other hand, sports, case here studied, presents increasing prospects for the communication strategies of organizations interested in achieving and retaining the consumer audience.

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## INVESTIGATING LEGACIES OF FAILED OLYMPIC BIDS – A CONCEPT PAPER

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### Background

There is a small yet growing field of literature that concerns legacies of failed Olympic Bids. According to Torres (2011), bids can generally be classified as 'legitimate' in that the main goal of the bid is to host the Olympic Games or 'utilitarian' in the sense that the bid's main aim might not be to host the Olympic Games, but instead to achieve other goals, such as attracting investment or tourists, or providing a catalyst for regeneration within the city. Torres continues that bidding committees are expected to consider two types of legacy: one in the event of hosting the Games and one that pertains directly to the bidding process. Clearly, the latter is of greater interest here. A perusal of other key studies in this area (see for example Diaey *et al.*, 2011; Oliver, 2011; Lauer mann, 2014) indicate that the positive aspects of legacy are determined by the intentions and motivations of the bidding committee and could include: Political Legacies; Social Legacies; Environmental Legacies; Promotion/Marketing Legacies; Economic Legacies; Sporting Legacies; Infrastructure/Regeneration Legacies.

### Method

Data collection is twofold, commencing with documentary research to explore the context, intentions and policy outcomes of each bid, with semi-structured interviews following in order to explore more fully the outcomes of the bids.

### Results

The results of the study so far are informing the later data collection and raise several questions that the authors consider important, not all of which can be answered in this project. First, what do cities get for their circa \$50m investment in the event of losing? Legacies of failed bids often seem intangible. Further themes/questions to emerge include: how long do legacies last for? Do/should cities prepare separate legacies for the bid than the event itself? How is policy-making shaped by bidding? Are all candidate cities serious? In light of reduced numbers of bidding cities, what is the role of the IOC in terms of 'recruiting' bids? The purpose of this paper is to use the data collected so far to stimulate debate on these topics.

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## THE APPLICABILITY OF THE TOURISM SERVICES FOR AGING SOCIETY

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### Background

Tourism and tourism products differ in their characteristics: one is heterogeneous, another homogeneous. Travel services, in presence of the customer taking into account the needs; the tourism product has already been created in addition to the client. The tourism service and the tourist product are established according to age groups and their desires, so they are usually different. (Alén et al, 2012; Jasinskas et al, 2016; Ok Luy, Lee, 2015; Švagždienė et al., 2016; Tosun, Dedeoğlu. Fyall, 2015). The aim of master thesis: assess the applicability of the tourism services for the aging society. Tasks: (1) To define the concept of tourism product and tourism services; (2) To reveal the notion and the features of the aging society; (3) To present the recreation sector forming for the aging society; (4) To investigate the applicability of tourism services for the aging society in seniors opinion. The problem question of the research: Could be applied tourism services for the aging society?

### Results and Conclusions

Such a huge aging population is determined by many factors such as health problems, physical activity, low financial capacity, and so on. Everyone is aware that aging cannot be stopped, because it is an irreversible process, which modifies the human body both from outside and inside. Changing lifestyles and the environment, it can be a bit to stop this process, because seniors have become a new target market for the tourism sector. At this point, when there is an increase number of a senior, they attempt to create a place where they could visit. One such place is the Third Age of universities. The university is organized physical activity classes, tours for seniors, arts classes, various workshops with different professions and so on. Efforts are made to increase the number of seniors involved in this activity. Seniors use the tourism services and they are applied for seniors needs. Most of the seniors are traveling in their free time and they are very satisfied. There are travels that adapted specifically for seniors that they would be comfortable to travel and to achieve low barriers to abandon travel or to worry. Also the seniors choose themselves their travel goals and wishes which match their expectations. Most of the seniors are important health and well-being. These two aspects are most important for their travel plans. Almost all tourism agencies have programs which are for seniors. The results of the research showed that the tourism services are applied for the aging society.

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## THE SPECTATORS' EVENT QUALITY PERCEPTION FOR INTERNATIONAL ROBOT COMPETITION: SAMPLE OF ESKİŞEHİR INTERNATIONAL 8TH ROBOT COMPETITION

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### Background

Providing a quality experience that meets the expectations of recreation and sports consumers, supports the participation in future recreational and sporting events and the consumption of these events. Thereupon, it is important that the quality of service offered is known by recreation and sports marketers and service providers. In this context the purpose of the research is to determine the spectators' event quality perceptions, watching the International 8th Robot Competition organized by Directorate General for Vocational and Technical Education. The universe of the study constituted by spectators who watched International 8th Robot Competition. A total of 300 spectators were selected from within the determined universe with convenience sampling method. In the study, the scale which was developed by Ko, Zhang, Cattani ve Pastore (2011) and adapted to Turkish by Şimşek (2014) named "quality perception of event" was used as data collection tool. Dimensions were compared according to the demographic characteristics of the sample group to determine spectators' opinions on the event. In the direction of the results obtained, event quality perceptions of the sample group diverges according to the demographic characteristics.

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## AN ANALYSIS OF THE STRUCTURE OF PUBLIC FINANCE FOR THE PARTICIPATION OF CROATIAN ATHLETES AT MAJOR SPORTS EVENTS

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### Background

Sport has become one of the important factors for the promotion of a country. This is especially the case with participation of athletes and national teams in various (major) sport events where they promote their countries through their sports achievements. In turn, many countries are financing participation of their athletes and national teams at sport events.

The aim of this paper is to examine the amount and structure of funds that the Republic of Croatia invested in their athletes during the period from 2003 to 2016. The study includes approximately 80 sports organizations (Croatian Olympic Committee (COC), national sports federations and other sports organizations) that under the provisions of the *Sports Act* receive funds from the state budget of the Republic of Croatia. The paper uses data from the annual financial statements of the COC, since the funds from the state budget are planned and implemented in the unified COC financial plan.

An analysis of income and expenses showed no evident trend of growth or decline. The most important source of COC's income is state budget ranging from 83% of total income in 2005 to 91,9% in 2013. Additional funds were realized through various (marketing) revenue, Olympic solidarity programmes, etc. COC's expenses consist of several categories appearing on a regular basis. However, in this paper only expenses whose aim is to finance the preparations and participation of Croatian athletes at international sport events were analysed (NF's/NA's regular programmes and special programme projects). The highest costs for these programmes occurred in the year of COC's highest income, i.e. 2008 when it reached almost 110 million of Kuna. Constant fluctuation in expenses can mostly be attributed to different sport calendars (some sports host world and European championships every four, others every two, and some sports every year) and destinations of sport competitions. In addition, an increase in the number of regular programme users (from 68 in 2003 to 86 in 2015) as well as the number of development programmes for athletes and coaches was noticed (only 1 in 2003 to 6 in 2015).

## **ANALYZING SOCIAL MEDIA INTERACTION PATTERNS OF EUROPEAN FOOTBALL ASSOCIATIONS**

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### **Background**

Official social media pages have become a valuable tool for promoting corporate entities (Langlois, McKelvey Elmer & Werbin, 2009). Football as one of the most media covered sports in the world has also experienced the great potential of social networks: global superstars have over 50 mil. followers on their personal accounts, football clubs possess virtual audiences of almost 100 mil. subscribers. The goal of this research is to analyze the manner European football associations interact with fans via official Facebook accounts.

### **Method**

Bonsón and Ratkai (2013) proposed a set of metrics to assess stakeholder engagement of corporate Facebook accounts using 3 indicators: popularity, commitment and virality. Ángeles Oviedo-García et al. (2014) proposed to evaluate social media engagement with a set of ratios that include likes, comments, impressions, shares and average reach. Miranda et al. (2014) constructed a specially designed Facebook Assessment Index for top European and North American sports teams.

We propose to analyze the way European FAs interact with fans via Facebook pages, and which content receives the most attention. Each post will be evaluated both quantitatively (likes, shares and comments) and qualitatively. The qualitative analysis is aimed at determining post topic (e.g. national A-team, youth football, grassroots, etc.), post characteristic (e.g. only text post, post with photos, website link, etc.) and post content (match highlights, official announcement, sales info, interview, etc.). Afterwards the authors will derive if there is a dependency between post engagement metrics and post qualities using correlation analysis and regression modeling. Our research is based on a sample of 50 posts of the main Facebook account of a UEFA FA (similar to the methodology of Bonsón and Ratkai, 2013), which is 2750 posts in total.

### **Results**

The authors expect to attain a detailed description of: A) What makes users interact with Facebook posts more actively – topic, content or the way the post is presented (post characteristic); B) Which post topics, content and characteristics generate more responses from users;

Preliminary findings confirm our ex-ante predictions that people are more interested in national A-team news, while the manner in which this information is presented also significantly affects the amount of attention a post receives.

### **Conclusions**

Based on the findings of the research the authors will be able to form an optimal 'social media engagement pattern', which can be adopted by European FAs to generate more attention to their official Facebook accounts.

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**COMPARISON OF CSR REPORTS OF FOOTBALL CLUBS: EXAMPLE OF TURKEY SPAIN***Uğur Sonmezoglu and Aytül Yeter Dağlı Ekmekçi**ugur\_81@hotmail.com; yaekmekci@pau.edu.tr**Pamukkale University, Turkey***Background**

The professionalism that has developed in recent years has transformed soccer from a game into a functioning field at economic level (Talimciler, 2008). Turkey is one of biggest football economy country among the 10 countries in Europe (Deloitte, 2016). The soccer sector in Turkey has an important share in the country's economy like other sectors. Every year growing momentum of the football industry makes it necessary for football clubs to make some changes in the politics of management, economy and trade. One of these changes is the concept of corporate social responsibility (CSR) and soccer clubs are focusing more on social issues in this direction in recent years. Bireitbarth and Harris (2008) stated that soccer organizations could play a role in social change, which would also help to grow and development.

**Method**

This study is a qualitative research and document analysis was performed by using the criterion sampling method. The CSR activity reports were examined and compared between Beşiktaş, Galatasaray and Fenerbahçe, the strongest soccer clubs in terms of brand value of Turkey (FortuneTurkey, 2016), and Barcelona and Real Madrid from La Liga (Spain) which has second biggest brand value of Europe in the football industry (Brand Finance, 2015). The study is limited to the formal reports published by sports clubs.

**Results and Conclusion**

Although Beşiktaş, Fenerbahçe and Galatasaray have run important CSR projects in recent years clubs do not have departments which will apply the projects properly in accordance with the formal activity and organizational structure. Moreover, it was seen that reporting and informing of CSR activities of these three clubs was not sufficient. Barcelona and Real Madrid have realized CSR activities in an institutional structure and reported CSR activities through foundations. Therefore, it can be said that a professional approach to CSR has not developed although the Turkish clubs have increased their importance in the CSR activities in recent years. This can be interpreted as the fact that the sports clubs in Turkey are less institutionalized than the leading European sports clubs.

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## LEAVING A BAD TASTE: LOUISVILLE'S KFC YUM! CENTER, SALES-TAX INCREMENT FINANCING AND MEGAPROJECT UNDERPERFORMANCE

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### Background

Framed in the context of the KFC Yum! Center in Louisville, this paper examines the tax increment financing (TIF) sales-tax sub-form and the incidence of “delusion and deception” in the planning and execution of major infrastructure projects. As it stands, revenues from the two of the three sources intended to service the arena debt, including the TIF zone, have substantially underperformed projections and the arena has been left in a position where a default is quite possible unless the parties substantially restructure.

### Method

After a review of the literature on sales-tax increment finance (with special attention to Mikesell 2001 and Smith 2009) the KFC Yum! Center lease and finance prospectus are analyzed in the context of results to date. I then situate this arena project in the infrastructure underperformance models of Flyvbjerg, Garbuio and Lovallo (2009) which respectively address optimism bias and strategic misrepresentation.

### Results

The projections and geography made sales tax increment overly exposed to volatility in business movement and recession. These outcomes arose in large part as a result of both optimism bias and strategic misrepresentation on the part of proponent actors. Specifically, the key failing was that the TIF design made the arena hostage to impacts miles away with no realistic relationship to the arena's presence.

### Conclusions

The KFC Yum! Center should be seen as a cautionary tale for sales tax increment financing, and a lesson that if used in the sports facility context, sales tax increment should be carefully designed to reduce the project's vulnerability to impacts with no reasonable connection to the venue. Likewise, the arena is another instance of an underperforming megaproject that largely conforms to the models of Flyvbjerg, Garbuio and Lovallo in the context of revenue projections, with the alarming caveat that this underperformance has occurred despite the project seemingly incorporating a number of the risk mitigation safeguards suggested by these authors.

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## THE ASSESSMENT OF RURAL TOURISM SERVICE QUALITY - NEW RESEARCH METHODS

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### Background

Tourism has become an integral part of modern, consumer society (Melnikas et al., 2014; Jasinskas et al., 2016, 2013). There is an inevitable need for proper for tourist activity control and regulation - not only quantitative development of tourism infrastructure, but also its qualitative development and management (Švagždienė et al, 2016). Lithuanian countryside tourism sector, the participants, the services provided and their quality is not deeply studied, for their investigation usually is used just one model, so it is necessary to look for more methods appropriate to the rural tourism service quality, to explore more wider and deeper the rural tourism sector, in order to meet consumer expectations, attracting new investment and improving the country's image. Goal - to assess service quality in rural tourism homestead and make recommendations for improving.

Study tasks:

1. To analyze the service quality assessment in the modern business environment.
2. Reveal the rural tourism service quality evaluation properties.
3. To determine the expected service quality in rural tourism homestead. To provide service quality improvement guidelines.

### Conclusions

In the modern business environment the service assessment of the quality is everyday variable process, which depends on the user's rapid advancement in today's market. Quality of service, it is an object feature which enables to satisfy expected user needs. Rural tourism service quality is an important element in the development of the modern consumer satisfaction, it not only helps to stand out from its competitors, but also acts as a quantity factor. Any rural tourism service user has its own criteria for evaluation, and is not available to describe all of them. Country side homestead service quality study was to identify the most important customers criteria for service quality criteria. The main and highest perceived quality assessments appointed for homestead environmental and additional services, these factors has the largest impact on the competitiveness of the homestead.

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## ELITE SPORT DEVELOPMENT IN SINGAPORE

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### Background

This project investigates the context and processes behind the Singapore Government's shift in emphasis towards an elite sport policy. Of interest are the rationale for the Republic's increased emphasis on elite sport policy, and the emergence of any issues or themes arising from the implementation of the policy.

Three specific objectives have been identified. These are: (i) to identify the motives and rationale for an increased emphasis on elite sport development; (ii) to examine any issues or themes that have arisen as a result of the implementation of policies relating to an emphasis on elite sport; and (iii) to explore some of the ramifications of the shift towards an emphasis on elite sport and away from mass sport participation initiatives.

### Method

This project adopts a qualitative research design for the analysis of the development of elite sport policy in Singapore. It draws on data collected through semi-structured interviews with personnel at various agencies within the sport excellence system in the country.

The empirical data generated from semi-structured interviews is supplemented with information from official reports, policy documents, media articles, speeches and other textual sources on elite sport development in Singapore. Finally, a case study approach is adopted to investigate the elite sport policy change in Singapore.

### Results

Since gaining independence in 1965, the Singapore Government has invariably featured sport in the development and progress of the island-city-state. Sport as a national policy was adopted as an instrument for fostering social cohesion and national identity (independence to the 1970s), through to one that promoted health, fitness and nationalistic objectives (1980s to 1990s), to the more recent effort of nation-building and international recognition.

Singapore's elite sport development system is still at an embryonic stage of development but the strategies and approaches adopted appear sound and feature many of the best practices apparent in the model of Western elite sport development outlined by Green and Oakley (2001) and developed by Green and Houlihan (2005). These include the demarcation of roles and responsibilities for the different agencies involved in elite sport delivery, the provision of systematic and scientific approaches for those charged with the development of elite athletes, and the concentration of resources on selected sports and individuals that exhibit realistic odds of success at international, and especially Olympic, level.

Elite sport development in Singapore underwent a sea change with the appointment of a Minister of Sports in April 2000 (Singapore Sports Council, 2000). This decision by government to take the lead marked a significant milestone for the sports community, and one that has legitimised the promotion of elite sport to unprecedented levels in Singapore.

The Singapore Government acknowledges the significant role of NSAs in raising greater awareness and support for active participation and for the promotion of elite sport in the country. The emerging shift towards an emphasis on elite sport in Singapore, is prompted largely by the Government's quest for international sporting success whereby an increased engagement in NSAs is sought to achieve the desired outcomes.

### Conclusions

Singapore's elite sport policy model is still nascent in its development but the Government's sport strategies and programmes appear comprehensive and sound, and are aligned to the ideals of a modern city

The Singapore government views the utility of international sporting success as a malleable strategy (Green & Houlihan, 2005) to foster national pride, sporting culture and other non-sport policy objectives.

The extent of government intervention and influence in NSA policy has expanded as governments increasingly seek accountability for its investments.

The availability of funding systems, in particular the Lottery, to support and uphold elite sport programmes and infrastructure has become crucial for the long-term sustainability and viability of high performance sport in Singapore.

The lack of international sporting success, coupled with the absence of a sports culture and fledgling NSA structures, have proven to be real challenges for a young and dynamic nation attuned to development of the country's political and economic infrastructure

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## THE MEDIATING ROLE OF PERCEIVED PRICING IN THE EFFECT OF GOLFING EXPERIENCE ON REVISIT INTENTION

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### Background

Pricing is considered as one of the determinants of consumer decision (Hutchinson, Lai, & Wang, 2009). Whether golfers intend to revisit certain facilities is presumed to depend on experience and perceived pricing (Agarwal & Teas, 2001). Numerous studies on experience–revisit intention model (e.g. Mazodier & Merunka, 2014; Williams, Soutar, Ashill, & Naumann, 2017), little attention has been paid in prior research on the role of various mediators in explaining how experience influences revisit intention. This study aims to evaluate the effect of golfing experience on revisit intention, and to determine how it is mediated by perceived pricing.

### Method

The researcher conducted a face-to-face survey using a statistically validated and reliable questionnaire on 384 registered professional golfers in Thailand selected through simple random sampling. To test the hypotheses that some of the predictive effect of experience on revisit is mediated by perceived pricing was tested by performing three regression analyses. The bootstrapping method was also applied with bias-corrected confidence estimates.

### Results

The results revealed the significant role of perceived pricing in the relation within the context of the proposed model. This result indicated that the difference between total and direct effect of satisfaction on revisit intention was different from zero. Both golfing experience and perceived pricing significantly predicted revisit intention in professional golfers. Approximately half of the effect of golfing experience on revisit intention is mediated through perceived pricing.

### Discussion

Perceived pricing can be applied to different service settings or different consumer segments in future research. Marketing practitioners can learn from these findings in planning their strategy that would create customer loyalty to their product. Besides its academic and managerial contributions, the study is subject to several limitations.

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## ECO-FRIENDLY TRANSPORTATION OF FANS IN SPORT EVENTS IN THE USA

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### Background

Sport events have the ability to gather a large number of people, in a small place, over a short period of time, this increases the risks towards the damage of the natural environment (Chernushenko, 1994). There have been many efforts by sport organizations to convince fans to use public transit, electric-cars, bikes, or walk to the event. These types of transportations constitute “eco-friendly (EF) transportation”. This paper focused on the transportation, because it constitutes a critical factor of the impact of sport events on the natural environment, with regards to the amount of carbon emissions that set free in the atmosphere (Froehlich et al., 2009).

The theory of planned behavior was used to understand attitudes, subjective norms and perceived behavioral control among fans towards the use of EF-transportation (Ajzen, 1991). The RQs were:

1. *Why do fans use, or not use EF-transportation to attend sport events?*
2. *How will fans be influenced positively to use EF-transportation to attend sport events?*

### Method

Qualitative methodology was used to develop interview guides to examine environmental behavior. In-depth interviews were conducted with twelve fans who attended sport events in the USA. The demographic profiles of the participants were seven males and five females, all were over 18 years old, and residents of the US. After conducting the interviews, researchers transcribed the interviews and generated the layers of the coding.

### Results

The analysis created 5 themes, and each theme had its sub-themes. Awareness, prior knowledge, self-identity, sense of responsibility, and positive or negative feelings of the fans towards EF-transportation related to belief structures on attitudes. Leaders of the team, players, media, friends, and family were identified as the subjective norms. Lack of in-stadium promotions, lack of awareness, inconvenience, time, cost, and availability of bike lanes were identified as beliefs related to perceived behavioral control. Fourth theme was motivation and consisted health benefits, empathy, social recognition and self-determination (e.g., bettering myself). Last, situational factors (e.g., weather, inconvenience) were the main constraints.

### Conclusions

Results suggested that time, money, and inconvenience were the factors due to which fans do not use EF-transportation to attend sport events in the US concurring with previous literature (Xue, 2013). Interestingly, fans were willing to attend a sport event with their bicycle because it keeps them healthy. In contrast to the existing literature (Davies 2013) where most people see cycling as a form of physical activity, and not as a convenient transportation. Last but not least, our results suggested that fans would be motivated to use EF-transportation if the sport event provides them incentives. Future research can explore the sport event practices that will drive fans to use EF-transportation based on the concept of reciprocity; as people would engage in a certain behavior (e.g., environment) if the sport event gives in exchange incentives (Falk & Fischbacher, 2006).

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## WHO RULES THE SPORTS BRANCH? - ANALYSIS OF CEOs LEADING SPORTS FEDERATIONS IN GERMANY

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### Background

Sports federations are not well analysed regarding their leading managers and their education, career paths and job positions. The sport branch is heterogeneous and therefore, this study investigates sports board members as well as their networking among each other in relation to the different sectors in this branch: non-profit sports, for-profit sports and public sports organisations. Furthermore, there is a fourth sector outside the sports branch where sport managers work in sports related tasks.

### Method

The study is part of a long-time project analysing sport managers in Germany. In order to validate the quantitative data from that long-term project, this particular research is based on a qualitative approach by interviewing CEOs as well as analysing existing documents of the federations. Participants were chosen from the different areas of the sports branch as all specific target groups have their own governing bodies with own representatives. For this aspect of the study ten national sport federations are part of the sample (for example the German Olympic Sports federation to sports industries and trade to sports sponsors and to sports management science federations).

### Results

The analysed sports federations are all non-profit organisations and therefore, have honorary boards and sometimes even honorary CEOs. This means no salaries are paid. However, there are federations with non-profit members and those who have for-profit members organized in headquarters with paid employees and, with paid leading managers. The CEOs in the sample of the ten top sports federations are mainly male (70 per cent). Focus in the interviews was the educational background and their responsibility in two ways: to represent the purpose of the federation (outside) and for the employees of the single headquarters (inside).

### Conclusion

Differences in the decision-making process between the non-profit sport organisations working for non- or for profit members are obvious. In general, for both groups the question of communication arose from the interviews. Are there any general and principal speakers of the sport branch in Germany? The cooperation between all sport federations and how it is organised need to be established as further avenues for discussion. We found a lack of affiliation between the "expertise" of the person in charge of the educational institution for developing sport management personnel and the "sports organization" in Japan. Building a framework of cooperation between "education and practical business" is an issue, and there is a need for practical learning outside of the school, such as an internship. Each educational institution was found to have a different perception of the characteristics of sport management personnel they require.

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## THE SPORT MANAGEMENT DEVELOPMENT PROCESS IN JAPANESE EDUCATIONAL INSTITUTIONS: CHALLENGES IN DEVELOPING SPORT MANAGEMENT PERSONNEL

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### Background

Being chosen to host the 2020 Olympics and Paralympics Games, the Japanese government has been expanding the Sports for Tomorrow (SFT) project, which was their promise to the International Olympic Committee (IOC) and the world at large. The SFT project consists of three key elements one of which is the establishment of sports academies. The Ministry of Education, Culture, Sports, Science and Technology has delegated this project to the University of Tsukuba since the fiscal year 2014, and this degree program is conducted by the Tsukuba International Academy for Sport Studies (TIAS). This graduate degree program offers classes only in English and is the first attempt made in Japan to develop international sport management personnel. In this study, we will examine the development process and the challenges faced by Japanese educational institutions in developing sport management personnel and the characteristics required among sport management personnel.

### Method

Target group: Operators of educational institutions offering sport management courses

Methods: semi-structured interview, collecting data from the internet and collecting brochures

### Results

1. General description of the contents and methods of education: Data regarding the institution/university where the lecture was delivered, the year of its foundation, student quota, tuition, administration organization, career options of the alumni of six educational institutions were collected.
2. Outline of the administration organization and management technique: Information regarding the organizational structure and the governance methods of the six educational institutions was collected.

### Conclusion

We found a lack of affiliation between the “expertise” of the person in charge of the educational institution for developing sport management personnel and the “sports organization” in Japan. Building a framework of cooperation between “education and practical business” is an issue, and there is a need for practical learning outside of the school, such as an internship. Each educational institution was found to have a different perception of the characteristics of sport management personnel they require.

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## HAS THE WORLD CAUGHT UP? AN ANALYSIS OF USA OLYMPIC BASKETBALL FROM THE 1992 “DREAM TEAM” TO 2016

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### Background

In 1989, the International Basketball Federation (FIBA) voted to permit all professional basketball players to participate in the Olympics (Daly, 1992). A “Dream Team” of 11 future National Basketball Association (NBA) Hall of Famers represented the United States in the 1992 Barcelona Games and dominated the basketball competition, winning by an average margin of 44 points.

### Method

The primary purpose of this study was to examine the competitive response of Olympic basketball-playing nations since 1992. This was accomplished by comparing USA team statistics from the 1992 through 2016 basketball teams; against opponent statistics.

Box scores from every Olympic basketball game ( $N = 290$ ) from 1992 to 2016 were gathered from: basketball-reference.com and fiba.com. Complete team statistics ( $N = 26$ ) were entered into an Excel spreadsheet and imported into SPSS for statistical analysis.

Competition Theory was used to analyze the meaningfulness of the data as it focuses on the differences between initial performance/place against a later performance/place among competitors and overall market equilibrium. Users of Competition Theory assume competitors are motivated similarly but “constrained by the conflicting desires of the others” (Telser, 2016, xiv). Further, users believe competition is dependent upon awareness and capability (Zhang & Gao, 2016).

### Results

Independent samples  $t$ -tests were used to compare statistics between the 1992 and 2016 USA teams. Differences were found in total points, winning margin, FGM, FG%, 2PtFGA, 2PtFGM, 3PtFGA, 3PtFGM, Assists, Turnovers, and Steals ( $p < .05$ ).

Paired samples  $t$ -tests were used to analyze USA and opponent statistics (19 different statistics) from each Olympic Games between 1992 and 2016. By year, the USA team were superior to their opponents in 11 categories in 1992, 13 in 1996, 8 in 2000, 6 in 2004, 9 in 2008, 8 in 2012, and 7 in 2016.

### Conclusions

Although competition between basketball playing countries suggests the competition field is dynamic, market equilibrium has not been reached. Next, the competition response of non-USA nations shows motivation, awareness, and capability. However, the USA generated their own competitive action to create and sustain their competitive advantage. Possible reasons for these will be thoroughly discussed in the presentation.

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## THE LEGAL STATUS OF PROFESSIONAL ATHLETES IN LITHUANIA

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### Background

In the White Paper on Sport (European Commission, 2007) sport is defined as „a growing social and economic phenomenon which makes an important contribution to the European Union's strategic objectives of solidarity and prosperity“. Sport is a large and fast-growing economic sector in the world. Around 2% of global GDB is generated by the sports sector (Dasheva & Djjobova, 2014). The sports sector accounts for 2% of the EU GDB as well (European Commission, 2014). Taking into account that sports sector is growing, the importance of legal regulation in these relations is growing too. Professional athletes earn money through the practice of their sports. The main legal relations are based on legal contracts. The concept of sports activity contract in Lithuania is expounded in the Law of Physical Education and Sports of the Republic of Lithuania. Today Labour and Civil codes are not consolidated, so we still have the question: what are the relations of professional athletes and sports organizations – civil or labour? The new professional athletes' legal status and other aspects will be defined in the new Labour code. This code is delayed until 2017 July. Before this code, there was no explicitly defined to which branch of the relationship between a professional athlete and a sports organization must be attributed. For this reason, the paper gives a comparative analysis of practice in some foreign countries in this area and changes in Lithuanian legal acts and courts' jurisprudence. The aim of this paper is to overview changes in certain legal issues, acts, and courts' jurisprudence concerning the legal status of professional athletes in Lithuania.

### Method

The following methods have been applied in the paper: systematic, critical, comparative analysis of scientific literature, legal acts, and courts' jurisprudence.

### Conclusions

The legal status of professional athletes is quite complicated not even in Lithuania but in other countries as well. Legislators interfere little in this area. In some cases professional athletes' legal regulation depends on labour laws, in other cases – on civil legal regulation. The courts often change opinions, too. The new Labour code in Lithuania could consolidate, secure and stabilize the legal status of professional athletes in team sports.

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## THE DEVELOPMENT OF A TOOL TO MEASURE SHARED LEADERSHIP AMONG YOUNG ATHLETES

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### Background

The paper aims to develop a tool to measure shared leadership among young football players. Specifically measured is the gradation to what extent the team as a whole make use of the principles of shared leadership. While thousands of studies have been conducted on leadership delivered by adults, far fewer studies have specifically examined leadership among young people, especially in sport and physical activity contexts. Youth leadership development requires intentional efforts on behalf of effective coaches and physical educators, where youths are not only given leadership opportunities but are also taught how to be effective in those roles (Gould, Voelker, & Griffes, 2013). Challenging conceptualisation of leadership emerged at which leadership behaviors, roles, and activities can be shared or distributed among members of a team (Pearce, 2004). The intend of shared leadership hereby is not to replace vertical leadership (Hoch et al., 2010b; Pearce & Sims, 2002) but to enhance teamwork effectiveness (Ensley, Hmieleski, & Pearce, 2006; Carson, Tesluk, & Marrone, 2007).

### Method

As primary methodological approach is chosen for literature review, and a confirmatory factor analyses of shared leadership principles in a real sporting environment. Twenty under seventeen football teams participated in the research resulting in n = 300, using a convenience sampling approach based on access to the teams. The sample was restricted to elite youth teams and their coaches/trainers because of an expressed team objective to winning and the related importance and necessity of a leader.

### Result/Conclusion

As data collecting will take place in March, April and Mai of this year, results are not yet available at the time of background submission. First results will be presented at the conference. Implications of the study can have major influence how leadership and shared leadership in particular in youth sport can be identified and developed. This research contributes to the common understanding of youth leadership development in general and the development of shared youth leadership in specific.

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## THE USE OF SPORT EVENTS TO CREATE PLACE PROMOTION: AN EXAMINATION THE HAGUE'S EVENT PORTFOLIO

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### Background

The Hague is seeking to become an 'eventful city' through an event portfolio, which although incongruent, is interrelated through strategic planning to achieve multiple outcomes for the municipality (Richard & Palmer, 2010; Ziakis, 2013). As such, in 2016 The Hague municipality invested over €1.9m into 16 events to reverse a national trend of declining visitor numbers to metropolitan cities. The portfolio was designed primarily to achieve economic activity through increased visitor numbers, and place promotion benefits through using the events to promote The Hague as the city of peace and justice.

It is, therefore, the aim of this paper to evaluate the event portfolio of The Hague to ascertain their place promotion and economic impacts on the host city.

### Method

Face to face surveys were conducted at the events. A systematic sampling approach was adopted, with trained researchers interviewing every 10th visitor to ensure that the sample was representative of the total attendee population. The questionnaire consisted of 30 questions, divided in three main categories; background information, economic expenditure and the way visitors see the event and the city of The Hague. The questionnaire was based upon the guidelines used in the Netherlands to evaluate sport events, and is based upon international literature (Preuss, 2007). Our initial research has gathered 4,299 valid questionnaires from the 13 events researched so far.

### Results

The results of this study are not yet complete as the researchers are still to evaluate three of the events in the portfolio. This analysis will be complete before the conference in June 2017. Preliminary, the paper will discuss whether there are significant differences in the economic and place promotion benefits of sport events, as compared to the other events within the portfolio.

### Conclusions

Once the primary data has been analysed, this research will evaluate whether the "strategic patterning" of the events supported by The Hague municipality achieve place promotion and economic benefits (Ziakis, 2013). The wider goal of this paper is to appraise the implementation of an events strategy that can achieve the multiple outcomes sort by The Hague municipality in the creation of its 2017 event portfolio.

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## LATVIAN HANDBALL PLAYERS' DEPENDANCE EFFECTIVENESS: PSYCHOLOGICAL INDICATORS

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### Background

With the increase of mental stress in competitions and the growth of general level of athlete technical and tactical preparedness and physical condition, psychological aspects are being emphasized more and more in winning a game in team sports (Esfahani, Soflu, 2010; Macovei et al., 2012; Smirdu, 2015, Ragabi, 2015). The research aim of this study was to evaluate of the effect of psychological factors on the place and goals achieved in competitions by handball team.

### Method

GEQ test, CSAI-2, documental material analysis and mathematical statistics. The research subjects were Latvian handball male players who participated in the Latvia Handball Championship 2015 (n=179). The place won by the team weakly correlates with two cohesion scales of the team ATG-T, GI-T and self-confidence. The number of goals correlates weakly with GI-T and self-confidence. In the case of the games won there is a positive correlation between the three cohesion scales of the team and the indicators of self-confidence ( $p < 0.01$ ). Models of the linear regression are not appropriate to describe the researched effect of psychological variables on the place won in the competitions. In our research, the effect of psychological factors on the number of goals shot by the team varies from 19.1% (if the model includes only Self-confidence indicators) up to 59.7% (if the model includes all researched psychological factors: the team cohesion scales and self-confidence). Applying the backward regression method, the ATG-S scale was eliminated from the model. Only the first and the second hypotheses proved to be true ( $p < 0.000$ ).

### Limitation and future perspectives

In the present research, only the effect of cohesion and self-confidence on success indicators (the place won, the number of goals shot) was studied. In further research, it would be useful to supplement the number of independent variables, including physiological indicators. For result verification, it would be preferable to increase the number of subjects, which would increase credibility and validity

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## THE RISE AND FALL OF AFRICAN SPORTSMEN AND WOMEN: CAUSES AND POSSIBLE SOLUTIONS

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### Background

It is a common belief that sports participation edifies character. This is very well shown in situations where sportsmen and sportswomen in Africa have had their socio - economic patterns of life change significantly and very positively as they excel in sports. Unfortunately, through some unpredictable turn of events, these hard-earned moments of glory have been often seen to take a nose-dive either, as often is the case, after retirement, or as has been seen on a few cases, the descent occurs while still in their active sports career. At times, the descent is fatal. An example of the latter case is the late Samuel Kamau Wanjiru who won the 2008 Olympics in Beijing, China, in what was described as a 2:06:32 "Olympic record" time and became Kenya's first-ever Olympic marathon gold winner. By 2011 when he died, he was reputed as having been Kenya's highest-paid sportsman sometimes getting as much as USD200,000 or about KSh16 million in a good month. Wanjiru is also reputed as having earned to a tune of USD 6 million or Ksh 500m between 2007 and 2010; the kind of routine earning which led to his own downfall. A legend footballer in Kenya, Joe Kadenge, who was once a football icon in the country in the mid - 1960s, suffered a stroke in January 2006, and has been cited by the media as sickly and financially beaten-up at his old age. The list of latter cases is unending. From a point of view of the conflict theory, his paper presents a mixture of desk top analysis of literature and some interviews all of which point-out at the intrigue of sports as an institution that builds edifies. The paper further puts up a strong case of the missing gap in the nurturing of sportsmen and women in Africa and further suggests ways of addressing these short-falls to ensure that the socio-economic gains at individual and organizational levels are of a life-long impact to all sports-persons.

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## SUSTAINABLE VOLUNTEERING BEYOND THE EVENT? EVIDENCE FROM THE BEIJING 2008 OLYMPIC GAMES

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### Background

Recent host cities of the Olympic and Paralympic Games have claimed to make a commitment to sustainable volunteering beyond the hosting of the Games. However, this expected legacy is relatively under-examined and lacks empirical proof, particularly in a long-term period following the event (Dickson, Darcy, Edwards, & Terwiel, 2015; Doherty, 2009; Giannoulakis, Wang, & Gray, 2007). This paper explores the potential continuity of volunteering engagement among a sample of volunteers from the Beijing Games, using the tenets of social exchange theory. By understanding the rewards and costs associated with subsequent volunteer engagement, social exchange theory can elaborate upon the importance of Olympic volunteer experience to persist or withdraw from voluntary activities in the post-Olympic period.

### Method

Qualitative data were collected via semi-structured interviews with 16 volunteers (7 female and 9 male volunteers) from the Beijing Games. The average duration of the interviews was 51 minutes (ranging in length between 83 and 30 minutes). The interview guide was developed based on the literature review and included different sections, for example the level of volunteer engagement before, during and after the Olympic and Paralympic Games as well as an individual reward-cost determination. The interviews were conducted in Chinese between September and December 2016, either in person or via Skype. All interviews were tape-recorded and transcribed verbatim. Using the NVivo software (version 11), an inductive analysis was performed. The research procedures were approved by the Research Ethics Board of the university.

### Results and conclusions

Preliminary findings indicate that the evidence to support the notion that hosting an Olympic Games leads to an automatic increase in continuous voluntary activity is poor. Although the 2008 Olympic Games generated an increase in the volunteering engagement of young people in Beijing, this engagement decreased following the event. As Olympic volunteers transitioned into an early career and started a new family, the reward-cost value of volunteering changed as well. By listening to the volunteers' own stories, this study presents a decision-making framework that captures an understanding of persisting or withdrawing from voluntary activities in the post-Olympic period. As a result, this study is well positioned to provide an empirical contribution the volunteer legacy of the Olympic Games and potentially other sport mega-events.

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## EVALUATING STUDENT SATISFACTION WITHIN SPORT MANAGEMENT UNDERGRADUATE'S DEGREE PROGRAM

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### Background

Sport management education in Taiwan's higher education has been developed over 20 years, but its effectiveness deserves further examination. Regardless of the differences in the nature of sport industry, Taiwan boldly adopted the same curriculum structure of USA's sport management program in 1995. Over the years, students' learning motives and career performances were both skeptical although similar programs were largely established of more than 100 in quantity. However, up to date, there is no research in this regard has been implemented. The satisfaction of stakeholders is especially important among today's highly competitive global higher institution market. Considering previous literatures, a survey consists of six sections for this research will be conducted among current students and alumni. The purpose of this project is to assess the satisfaction levels of students and alumni of Taiwan's undergraduate sport management program. The questions are:

1. Are the students and alumni satisfied with the education?
2. What are the most and least satisfied parts of the sport management education they are receiving or have received?
3. In what capacity the demographic factors affected their satisfaction levels?
4. What are their expectations for improvement for the sport management education?

The Statistical Package for Social Science (SPSS) will be used to analyze the quantitative data. And valuable information of this research are expected to be presented after its completion in May.

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## THE RISE OF LOCAL IDENTITY AND MINOR SPORTS IN THE GLOBAL ERA

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### Background

Contemporary sport, especially football, basketball, motor sports, cycling, etc. due to its global diffusion and to an advanced 'mediatisation' process, is experiencing a considerable internationalization trend which is primarily related to a context progressively global made evident by the presence of foreign athletes in local teams, the increasing number of international club ownerships, and so on.

Although globalization has shaken the foundations of many sport cultural and collective identities, in some countries the revamp of traditional sports or the introduction of new sport practices, emerge as a tentative process of local identity 'reconstruction'.

This paper has the aim of enlightening the rise of minor sports in the context of actual globalization. Our exploration is based on qualitative case studies analysis of emblematic sports practices in many different countries in Europe and Asia.

### Results

In the light of our empirical observation we identify two main paths where sports expresses a strong local identity:

1. For some sports, primary football, despite being popular and massively watched worldwide on TV, there are small local clubs and teams that have emerged becoming champions in their respective divisions. As an example consider the remarkable rise of Leicester City FC which won the 2016 English Premier League title or the Italian women volley team Casalmaggiore, winner of the 2016 European Champions League.

In this kind of context we found a strong coincidence of local identity and great shortage of economic and financial resources. The territorial environment are usually provincial places with small and medium size economic activities;

2. Minor and niche sports are expression of local identity in societies with political and religious 'regimes', like the former Communist States in Eastern Europe or the Islamic countries. In this framework we can include:

- *traditional and 'endogenous' sports rooted in the history and culture of the local community.* Such as the Chogan, a kind of Iranian Polo played on horseback, originated in Persia, and the Oina, an ancient sport similar to baseball still played in Romania; Kabbadi, Kho Kho, Atya Patya in India.

- *'new sporting practices'* like for example the 'Saudi Skating' from Saudi Arabia - a roller skating with a speeding car - or the 'Run Up' in Czech Republic - a stairs climbing in tower building. These activities can be played wherever, usually in a daily life environment, and do not require specific facilities. Indeed, it is a diversification of urban and public spaces involving sports and recreational activities, in a process that rediscovers local assets utilized for sport practice.

### Conclusions

In spite of the rising homologation induced by sport globalization the aim of the research is to show the existence and the vitality of local sports based on cultural traditions and local identity. The real essence of sport is not to be just a money and entertainment generator but a social way to express wellbeing, integration and educational heritage. Local sport are depositary of an anthropological essence that push people to practice, reinforcing their local culture integration.

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## NEW PRINCIPLES OF FOOTBALL SECURITY IN EUROPE

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### Background

On July 3, 2016, the Stade de France stadium in Paris hosted a ceremony of signing the Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events (hereinafter referred to as the Convention), where the heads of Council of Europe, UEFA and the French Government, as well as a number of Ministers of the EU countries were present.

So far, the Convention has been signed by the representatives of 22 European countries. The provisions of the new Convention are aimed at the overall integration of approaches to security issues during the sporting events.

### Method

In order to understand why the European Convention of 1985 is no more relevant, the author offers an analysis of the new Convention and its controversial moments.

### Results

In contrast to the existing European Convention of 1985 focused primarily on countering spectator violence and misbehaviour at football events, the new Convention attaches great importance to the integration and unity of approaches.

According to the Convention, the only approach shall be a recognition of the fact that, regardless of their main objectives, safety, security and service measures at football matches and other sports events shall inevitably be concurrent and interconnected and shall not be developed and implemented separately.

One of the main objectives of the Convention is to ensure the safety, security and a favourable atmosphere at football matches and other sports events; for this purpose, the signatories should adopt a single balanced multilateral approach in the spirit of effective local, national and international partnership and cooperation.

### Conclusion

However, not all countries are rushing to sign and subsequently to ratify the Convention. For example, one of the problems, according to the author, is the creation of a National Football Information Point (NFIP) and its integration into the law enforcement system.

For many European countries, the NFIP is an innovation; therefore, its establishment shall bring a lot of various questions.

## CONCEPTUALLY ASSESING SPORT FAN COMMUNITIES: DIMENSIONS AND THEIR INFLUENCES

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### Background

According to Putnam (2000), individuals in modern society are experiencing relationships in a less intimate way than before due to the mass-consumption society that we currently live in. People are finding community within informal organizations, such as groups of friends, instead of more traditional venues for community such as church, family, or voluntary organizations. As society shifts this way, it's important to understand informal organizations, such as sport fan communities. With advanced technology and a changing global landscape, sport fan communities are not geographically bound and we need an increased understanding of these communities (Foster & Hyatt, 2008). This is a conceptual poster and we seek to address the following research questions: What are the constructs of a sports fan community and what are the economic, social, and cultural implications of each construct? Although the concept of sport fan communities has been discussed in previous literature, so far it's all from pieces, and nothing is systematic. We need to move past the general definitions and outline the specific delineations of the components. This is important because general ideas don't help research and practice without knowing the constructs within a concept (Zhang, Kim, & Pifer, 2015).

### Method

To answer the research questions, this conceptual poster builds a theoretical framework of sport fan communities which will be used to develop a measurable scale to assess the impact of the community and behavior of those in it. This poster highlights available literature and groups research into key constructs that make up a sport fan community. These constructs are: a direct relationship with the organization, being a co-producer of the brand, acceptance & positivity, communication technology, exclusivity, social opportunities, and physical space.

### Results and Conclusions

This research will further theory in that it will lead to a better understanding of sport fan communities and allow sport practitioners to examine their fan community and identify areas in which they can make it stronger, leading to larger fan communities and greater revenues. The results of this research will allow for economic growth for sport organizations, social benefits for community members, and a cultural understanding of the role sport fan communities play in modern day society.

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# INFLUENCE OF CONSTRAINTS AND NEGOTIATIONS ON MARATHON PARTICIPATION

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## Background

Nowadays, marathon has become not only sporting events in China, but a spectacle to enjoy and celebrate. 2016 saw 328 marathons held in China, attracting about 2.8 million participants, a massive 85 percent increase over 2015. Marathon fever happens not only in China, but has become an international phenomenon. Compared to casual leisure activities, Marathon participants tend to face more constraints (Stebbins, 2007). However, few have explored leisure constraints and negotiation among marathon participants. This study aims to analyze the participation behavior of recreational marathoners using Hubbard and Mannell (2001)'s leisure constraints negotiation model.

## Method

The questionnaire used for data collection in this study consisted of four parts (i.e., marathon motivation, constraint, negotiation, and participation). All measured items adapted from previous studies (Hubbard & Mannell, 2001; Son, Mowen & Kerstetter, 2008) had good validity and reliability.

Data were collected via an electronic survey. It was sent out to marathon groups by WECHAT. 302 respondents participated in this survey. Data were analyzed with SPSS17.0 and Amos17.0.

## Result

Marathon participation was positively related to the motivation and negotiation while negatively related to constraints. Results of structural equation modeling supported the modified perceived-constraint-reduction model, namely not only marathon motivation was positively ( $p < 0.05$ ) predictive of marathon participation, but it also encouraged negotiation efforts to diminish constraints, thereby assuaging some of the negative influence of constraint on participation.

## Conclusion

This study tested the impact of constraints and motivation on participation through negotiation among Chinese marathon participants. The results indicated that leisure constraint negotiation model fit recreational marathoners well in China.

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