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WORLD ASSOCIATION FOR SPORT MANAGEMENT
INAUGURAL WORLD CONFERENCE

Bridging the Gap in Sport Management Globally

UNIVERSIDAD EUROPEA
SCHOOL OF SPORTS SCIENCE

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For Sport Management
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Bridging the Gap
in Sport
Management Globally

Madrid, Spain
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Dear Delegates,

The Abstracts in this book represent a significant moment in the growth of sport management knowledge – they are the very first collection of abstracts from all the world’s regions for the very first world sport management conference. More than one hundred and fifty authors from over fifty countries from all six Regional Associations of WASM contributing to two days of sharing scholarly and practical research and insights “Bridging the Gap in Sport Management Globally” at the Inaugural World Conference of the World Association for Sport Management.

WASM2014 is truly an historic event and is the culmination of the endeavours of both the broader sport management community and a number of key individuals. First and foremost I would like to thank the Co-Chairs of our Scientific Committee: Professor Brenda Pitts and Professor James Zhang for their considerable efforts in organising the submission, review and programming process. Secondly, thanks must go to all the Reviewers for their time and feedback. Thirdly, to Gerardo Bielons and his colleagues at GB Events, well-done and thank you for organising the Conference itself. Fourthly to the Conference hosts: Universidad Europea and Real Madrid Graduate School, gracias. Fifthly and finally, thank you to each and every one of the contributors to the scientific program for sharing your knowledge with your colleagues from around the world.

It is the intention of WASM to develop a collection of the best papers from this conference in a peer reviewed publication. They will be selected on merit, relevance to the theme of the Conference and as a representation of the international Regions. As such they will also be the second publication of scholarly work of WASM after this historic inaugural collection of Abstracts for the first WASM Conference.

On behalf of the WASM Board and Executive Committee thanks and congratulations to each and everyone for their contribution to the scientific program of the WASM inaugural world conference and congratulations for being a significant part of our history. Enjoy the moment, cherish the long term rewards and please continue the endeavour to bridge the gap in sport management globally.

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October, 2014
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THEME SESSIONS
Organizaciones saludables y resilientes: Relación entre los trabajadores positivos y la actividad física

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La sociedad española y las sociedades en general están en continuo proceso de cambio, motivos económicos, políticos, sociales, educativos, intervienen directamente en las organizaciones. Por ello es de vital importancia plantear iniciativas que se adapten a las sociedades actuales y futuras. El modelo tradicional de la psicología organizacional se centraba en los aspectos negativos de la condición humana, centrándose en los trastornos y las patologías de los empleados, en los procesos psicológicos que subyacen del estrés laboral, en la realización de un diagnóstico, en descubrir sus causas y diseñar tratamientos específicos (Palaci, 2009). Sin embargo actualmente los modelos actuales son reemplazados por una psicología organizacional positiva. En el ámbito del trabajo y de las organizaciones, la Psicóloga Organizacional Positiva se ha definido como el estudio científico del funcionamiento óptimo y eficaz de las personas y de los grupos en las organizaciones, así como su gestión efectiva. El objetivo es describir, explicar y predecir el funcionamiento óptimo en estos contextos, así como optimizar y potenciar la calidad de vida laboral y organizacional (Salanova, Martínez y Llorens, 2005). Con esta nueva visión de psicología organizacional positiva surge el término de organizaciones saludables y resilientes que se definen como aquellas organizaciones que realizan esfuerzos sistemáticos, planificados y proactivos para mejorar la salud de los empleados mediante buenas prácticas relacionadas con la mejora de las tareas (por ejemplo, con el diseño y rediseño de puestos), el ambiente social (por ejemplo con mejores canales de comunicación abierta) y la organización (estrategias de conciliación trabajo/vida privada) (Salanova, 2008; Salanova y Schaufeli, 2009). Los trabajadores positivos son los que integran las organizaciones saludables y resilientes y cuentan con fortalezas y capacidades psicológicas que pueden ser medidas, desarrolladas y gestionadas para conseguir la mejora del funcionamiento organizacional y el desempeño (Salanova, 2008); Y se identifican por ciertas características o fortalezas personales como son la autoeficacia, la esperanza, el optimismo y la resiliencia (Luthans y Youssef, 2004; Stanjovik, 2006), además el engagement (Salanova y col, 2009). Las diferentes características y fortalezas de los trabajadores positivos se relacionan positivamente con la productividad, la calidad de vida, el bienestar, la motivación, la satisfacción laboral, el compromiso organizacional, coordinación, felicidad,... Por otro lado y con respecto a la práctica de actividad física en las empresas, el CSD (2009) la define como "aquella actuación en la que el empleador facilita, de manera directa o indirecta, que las personas vinculadas laboral o mercantilmente a la organización realicen actividad física y/o deporte para favorecer el desarrollo integral de la persona y su organización". Es por ello que hoy en día observamos que la competitividad y el desarrollo de las empresas no se basan únicamente en la inversión en tecnologías, sino que el factor humano cobra cada vez más importancia. Según Segurado y Agullàs (2002), una manera de evitar el absentismo es...
potenciar una adecuada calidad de vida laboral. Por esta razón practicar actividad física repercute positivamente en la salud laboral y está impacta positivamente en la productividad y disminuye el absentismo laboral (CSD, 2012; García y Peiró, 2013; Musich, Hook, Baaner y Edington, 2006). La actividad física en el ámbito laboral mejora la salud de los trabajadores y además puede contribuir a mejorar la imagen corporativa, las relaciones personales y el clima de trabajo, así como a reducir el absentismo y el estrés laboral (CSD, 2012; De Miguel, Schweiger, De las Mozas y Hernández, 2011). Nuestros objetivos: 1. Analizar el concepto de organizaciones saludables y resilientes y su relación con la actividad física y la productividad. 2. Analizar el concepto de trabajadores positivos y su relación con la actividad física.
Good governance by better decisions

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Introduction The best way to understand organizational behavior is the analysis of decision-making process. This is particularly true in case of management of sport organizations, as recognizing and putting into practice the principles of good governance has been an important theme of sport management recently. The purpose of our research was to explore the skills necessary for the good governance in sport, to present their implementation within the sport management practice and to advice tools for developing them. Theoretical review: In our research organizations are considered as an association which is based on voluntary cooperation of individuals, where joint efforts are taken by the members to achieve a determined goal (Simon, 2000). As a contrast to the assumption of classical economics, the bounded rational individuals are not able to maximize their self-interest due to the complexity of the environment and their limited cognitive skills, but satisfactory solutions are accomplished by using heuristics. Organizational decisions of bounded rational individuals are considered a rather political process than a systematic problem solving (March-Simon 1993). The classical rational decision-making model can be particularly poorly applied in case of sport organizations which are exposed to a globalized and rapidly changing environment (Bar Eli - Plessner - Raab, 2011). The principles of sporting good governance were examined by the results of political economics (Besley, 2007) and were disrupted by the underlying rationality in order to form recommendations about the content of education of sport management and to create institutional background for it. Methodology: Our primary research examined the opinion of Hungarian adult population on a representative sample in January 2014, with a personal (1000 person) and a telephone survey method (3000 person) about the operation of leisure sports organizations, and their experience about the principles of good governance. In addition, interviews were carried out with sports directors of 100 municipalities and 300 institutions, with the purpose of discovering the practices of Hungarian sports. With evaluating the results we are able to get an overview about the processes determining decisions in the Hungarian sport climate and in the areas which need to be developed. In our secondary research we compared the results of political economics and decision theory literature with the sporting good governance’s principles. The comparison was intended to explore the principles of decision-making in an uncertain environment and the identification of systematic errors and biases (Kahneman, 2012). Summary: The results of the empirical research support the claim that neither the Hungarian population (and within that, the young people), nor the specialists of institutions dealing with sports have enough knowledge about the principles of good governance. The decision theory approach of our research also draws attention to the teaching of relevant skills, the proper identification and to the incentive system necessary for sport managers. Effective management does not depend solely on the softer methods (education, training, institutional strengthening loyalty - Simon 2000), but it needs to find a way to set up incentive systems harmonizing with the community objectives of the sport managers' decisions. Keywords: decision making, bounded rationality, good governance, incentives, Hungary References: 1. Bar-Eli, Michael, Plessner Henning, Raab Markus (2011):
Factors influencing decision making for participation in the Olympic partners sponsorship: A case study of Samsung

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Abstract The Olympic is one of the largest and most complex sporting events in the world. For the last 25 years, corporate sponsorship has become an increasingly important element in the success of the Olympic Movement. Subsequently, corporate sponsors have become significant financial supporters for all levels of the movement from the International Olympic Committee (IOC), to the Olympic Organizing Committee (OOC), as well as the National Olympic Committees (NOCs) (Giannoulakis, Stotlar & Chatziefstathiou, 2008). Globally, sponsorship has become an integral marketing activity for many of these sport sponsors (Stotlar, 2009; Alexandris, Tsouisi & James, 2007). According to the IEG sponsorship report (IEG, 2013), over two thirds of the total sponsorship expenditures in North America were spent in sport, amounting to $16.51 billion. Why do corporations invest huge amounts of funds for sports sponsorship? Much has been written on the stated objectives for involvement in Olympic sponsorship. However, a vast majority of this research has been quantitative in nature using surveys to document rationale from lists of predisposed objectives. One might ask "Which of the following objectives best describes your rationale for this sponsorship?" Alternatively questions could be stated regarding the ranking of objectives. The limitation or perhaps the validity of this type of research could come into question as the survey subject would simply respond to the survey questions regardless of their underlying decisions without actually having conceptualized the rationale before being prompted by the survey. Although this previous research examined theoretical and empirical findings about company objectives related to sports sponsorship performance (Doherty & Murray, 2007) there is little specific research about decisional influences in corporations involved in the The Olympic Partners (TOP) program. Thus, a qualitative study could legitimately uncover decision rationale through in-depth interviews on the process. The purpose of this case study was to determine what factors influenced corporate decision making to participate in The Olympic Partners (TOP) program. By discovering factors influencing corporate decision making via interviews; sport managers would better understand the corporate decision process and thus be better able to develop effective sponsorship programs. Qualitative research method and case study method were selected to gain the richness and depth of data needed (Merriam, 2009). A purposeful sampling method and a semi-structured interview strategy were conducted and corporate documents were used to investigate the research questions. A core decision maker of a global corporation (Samsung) was selected as a sample. The participant was in charge of sport marketing and sport sponsorship activities at Samsung. The interviews (3 in total) were conducted in October of 2009. One of the researchers is fluent in Korean and personally conducted the interviews. Field-based interviews also occurred on site at the Olympic Games including an examination of sponsorship activation. Both print and web-based documents were included in the analysis. Measures to assure trustworthiness, triangulation and member
checking and were also incorporated. Based on the emerging themes, data were classified into appropriate categories for each factor. To avoid future investigators' misinterpretation, raw data were classified into several factors and described in detail rather than merely providing descriptions. Results indicated, three factors, 'enhancing brand equity,' 'building corporate reputation,' and 'increasing sales,' emerged as the most prominent factors influencing sponsorship decision making in the corporation regarding the TOP program. Corporate social responsibility was revealed as a secondary factor. The results from the study offer sponsorship professionals and international sport organizations with information to more fully understand strategies for sponsorship decision making.
1. Introduction and aim of the paper

Even though sport management education in Hungary has a rich tradition, the College of Physical Education (later Hungarian Physical Education University) offers a sport management programme since 1960, before the regime change in 1990 the basis of this programme was direct centralized leadership.

From 1993 a new, function, organization and management based approach was introduced which established the basics of the modern sport management and since 2006 and the introduction of the Bologna system the accreditation of the sport management programmes became available for other institutes as well. Eight years after the introduction of the Bologna system with six universities offers Sport Management bachelor degree programme, and one Sport Management MSc and there are several research groups exists. This is the reason why we only examining the literature published after 1990.

Our goal is to examine and introduce the Hungarian sport management literature from the past 25 years and highlight its main focus points and its differences from the international trends.

2. Literature review

As Pedersen and Pitts (2001 p.) reveals "taking a critical examination for the literature in a field can help determine what is on the cutting edge, considered valuable or esteemed by academicians" and that "critical self-examination can reveal advances and identify areas for improvement" (p.8). Content analysis of a scientific field is therefore very important in order to identify the trends and corner stones. In addition it allows us to compare the directions of the same fields in different nations, countries or regions.

3. Data collection

To achieve our first goal we were trying to identify, collect and all academic papers published in domestic and international scholarly journals linked with the topic of sport management. Furthermore we widened this collection to all PhD thesis and working papers published by academic organisations research groups. Conference papers were also taken into consideration despite the problems about of the availability of such content and the possibilities of duplications.

The work contained a four step data collection method. At the first step, we examined all
publications presented in Hungarian business, economic, management and marketing related scientific journals in order to identify the most important articles and authors of our field. Second, we look over the references in all such papers for further details. At the end of this second round we were able to identify the most important actors of sport management in Hungary. Third, after identifying the authors, we reviewed their publication lists for further articles and working papers. Finally we examined the web pages of all Hungarian higher education institutes offering sport management courses in BSc (n=6) or MSc (n=1) levels in order to get a highest possible number of publications.

4. Data analysis

In the analysis we follow the approach of Pitts et al. (2005). We also take a content analysis methodology, but here due to lack of “human resources” only one coder was used. The measures of the study were also based on the work of Pitts et al. with a few alteration. From the original seven (7) categories and individual measures of Pitts et al. (2005) we keep (2) Authors; (3) Research Methods; (5) Sport Management Content Areas; (6) Sport Industry Segments, (7) Gender Focus, while due to the different approach – we examined a particular field, not one specific journal, therefore (1) Article consists the number of articles published in a year – and lack of information – in case of (3) Editors – we changed or dropped the other two.

5. Expected Results

At this point we collected 165 articles and working papers. The data analysis is in progress, but we awaits, that our result will be significantly different from the world wide results. For instance the most common Segment from original analysis – Intercolligate Sport – is simply non-excitant in Hungary, while in the content areas we look forward to a Finance dominated result.

REFERENCES


1. Introduction

Although sport management programmes are part of Hungarian higher education system since 1960 by the College of Physical Education (1945-1990) later Hungarian Physical Education University (1990-2000) now the Faculty of Physical Education and Sport Science at Semmelweis University (2000-2014), the direct centralized leadership approach of this programme was only changed after the regime change in 1990.

From 1993 the function, organization and management based approach came into prominence and from 2006, the Bologna and accreditation systems gives the opportunity to other institutes to start their sport management programmes.

While in the years passed overall six (6) universities offer Bachelor’s degree programme in sport management, the country has only one Master’s programme at the previously mentioned institute, which will be an independent University again from September 2014 according to a governmental law.

Our goal is to introduce the educational system of sport management in Hungary. We examine of the current accreditation criteria (established in 2006), compare of the different programmes of each institutes with each other and with institutes from other countries from several continents and regions (e.g. North America, South America, Australia, UK, Western Europe, Eastern Europe, Southern Europe, Asia etc.). Our main goal is to highlight the specifications of the Hungarian system and to show that the different institutes in Hungary offers really different courses and their requirements are also very diverse.

2. Methodology

In order to make our comparison we collected all information available from the different programmes. We use a quantitative content analysis method to study the different courses (and its syllabus if available) offered by the universities. We also compared these data to the requirements of the accreditation criteria and to the course structures of the international universities. The universities offering sport management programmes world wide were chosen in order to cover the benchmark.

Through this process we are able to objectively and systematically describe these programmes.
3. Measures

We observed the (I) number and proportion of different courses offered by the Institutes. The categories are (1) General Medicinal courses (e.g. Anatomy, Physiology, etc.); (2) Sport related Medicinal Courses (e.g. Sport Physiology etc.); (3) General Social Science courses (e.g. Sociology, Philosophy etc.); (4) Sport related Social Science Courses (Sociology of Sport, Ethics in Sport, etc.); (5) General Business and Economics Courses (e.g. Basics of Marketing, Basics of Management, etc.); (6) Sport related Business and Management Courses (e.g. Sport Management, Sport Marketing, etc.); (7) Sport practice (e.g. Handball, Volleyball, Gymnastics, etc.).

The other field of evaluation is the proportion of theoretic and practice oriented courses, the duration of professional practice (if exists) and other activities, such as camps and research projects.

4. Expected Results and implications

While the data analysis is still in progress we can only make some previous anticipations about our results. Because of the originally physical education orientated higher education institutions in Hungary we awaits, that the proportion of Natural Sciences and Medicine will be significantly higher than in the “western countries”. Also the proposition of sport related practical courses will be higher, while the sport related business orientated courses will be lower.
The social impact of the South African World Cup 2010: Using importance as a measure to understand ethnic and national identity

Bob Heere, University of South Carolina

Background
Politicians and scholars have claimed that mega sport events can "bring nations together" through an increased sense of national identity (Kersting, 2007) and feelings of happiness (Kavetsos & Szymanski, 2010). Yet, while levels of national identity during these events have been shown to increase, some have questioned whether the events have a lasting effect (Chalip, 2006; Heere, Walker, Gibson, Thapa, Coetzee, & Geldenhuys, 2013). Researchers have anchored their research in a positive-negative continuum (Eagly & Chaiken, 1993). Yet, Funk, Haugtvedt, and Howard (2000) argued that in order to better understand the effects of certain attitudes, scholars should explore social constructs beyond the usual favorability continuum, such as importance, extremity, and accessibility. Additionally, many social impact studies have focused solely on national identity to understand the influence of a mega sport event, failing to include a measure of ethnic identity. This is a problematic omission since ethnic identity is a construct that should be applied to research on diverse populations and developing nations. This idea is especially salient in South Africa since the country is still dealing with lingering effects of apartheid, and feelings of ethnic identity might conflict with national identity (Price, 1997). Consequently, the purpose of this study was to examine whether the 2010 FIFA World Cup had an effect on the importance of national and ethnic identity on social capital outcomes.

Analytic Technique
A trend design was conducted where two large South African resident samples completed pre- and post-event questionnaires. The first data collection commenced three months prior (March 2010) to the event, and the second was performed eight months (March 2011) after the event. The survey used the Group Identity scale (Heere, Yoshida, James, & Scremin, 2011) to measure national and ethnic identity and used an adapted version of the social capital scale of Onyx and Bullen (2000) to measure several components related to social capital. Multiple regression analysis was used to understand the impact of national and ethnic identity on social capital before and after the World Cup. Secondarily, a multiple regression difference test was conducted to see if the importance of national and ethnic identity on social capital changed after the World Cup.

Results & Discussion
Preliminary results suggested national identity increased in importance and explained a higher level of variance on social capital after the event. Moreover, ethnic identity became less important and was significantly decreased in its ability to explain variance on social capital. Based on these results, we argue that while South Africans do not feel more positive about their nation, the World Cup did cause their perception of "nation" to become more important, and resident ethnic identity became less important as a result of the event. In divided nations such as South Africa, understanding the social effects of a mega sport event are crucial for bettering a historically divided society, and through the use of "importance" as a measure, the authors gained a better understanding of how the World Cup affected how people identified with their nation and ethnic group.

References
Eagly, A.H., & Chaiken, S. (1993). The psychology of attitudes. Fort Worth, TX:
Providing high quality customer service to the growing number of spectators with disabilities has gradually become part of the agenda of a wide range of global sport organizations (Grady & James, 2013; Paramio-Salcines & Kitchin, 2013; Patterson, Darcy, & Mönninghoff, 2012). Many sport organizations still approach this difficult task in an 'ad hoc' manner, with a few notable exceptions. Manchester United Football Club (MUFC), in collaboration with Manchester United Disabled Supporters Association (MUDSA), offers a "best practice" case study of a sport organization with a long-term commitment to accessibility and disability issues. MUFC’s 'Ability Suite' exemplifies how a football club can provide state-of-the-art services that strategically enhance the customer experience for all types of fans with disabilities while simultaneously fostering the club’s commitment to Corporate Social Responsibility (Downs & Paramio-Salcines, 2013). The purpose of this exploratory study was two-fold: first, to make theoretical sense of the origin, implementation and evaluation of the Ability Suite and second, to analyze the specific ways that the Ability Suite has enhanced the customer service experience on match and non-match days from the period 2003 to 2013. Understanding how the planning and management of sport stadia can impact the customer experience for spectators with disabilities is still a relatively new area of scholarship in sport management (Grady & James, 2013; Grady & Paramio-Salcines, 2012; Kitchin, 2011). Recent literature demonstrates the importance of analyzing the needs of people with disabilities in their role as sport spectators in order to identify new and innovative ways to accommodate their needs, including at professional football clubs in Europe (Downs & Paramio-Salcines, 2013; Kitchin, 2011; Paramio-Salcines, Campos, & Buraimo, 2011; Paramio-Salcines, Grady, & Downs, 2014) and at collegiate sports venues in the United States (Grady & James, 2013). The literature suggests that sport venue managers must move beyond 'minimum standards' based on quantitative aspects of accessibility and start to consider how to truly enhance the level of service quality provided to people with disabilities in stadia. This exploratory qualitative study relied on depth interviews with key stakeholders within MUFC as well as content analysis of an extensive array of internal documents produced by the club and MUDSA as well as other documents related to the Ability Suite. In analyzing the data, several key themes emerged. These include recognizing the origin of the facility and service, identifying key individuals who were behind the initial planning and implementation of the Ability Suite, understanding the non-traditional uses of the Ability Suite on non-match days, and realizing its influence on MUFC’s disabled fans and the local community. The Ability Suite remains a unique facility and service which provides MUFC with a competitive advantage over most clubs within the main football leagues in Europe. The Ability Suite also remains an essential part of the club’s commitment to inclusivity and accessibility that fully integrates accessibility in its daily operations and interactions with fans. Insights from this exploratory study may inspire other sport organizations to adopt MUFC’s strategic approach to accessibility and disability.
The role of emotions on consumers' satisfaction within the fitness context.

Vera Pedragosa, University of Florida

Introduction
Achieving consumer satisfaction is a pivotal issue for fitness organizations, given that satisfied consumers tend to repeat the consumption experience leading to increased profitability of the organizations (Ferrand et al., 2010). The marketing literature has suggested that positive and negative emotions can emerge during service encounters, and these consumption-related emotions tend to influence consumer satisfaction (Bagozzi et al., 1999). Still, there is a lack of empirical evidence on the role of emotions experienced by fitness consumers on their subsequent reactions. Thus, the goal of this study is to examine the relationship between consumers' emotions and satisfaction within fitness centers.

Method
The study sample consisted of consumers from five fitness centers located in Lisbon, Portugal. Based on the conceptual dimensions proposed in the literature, a survey with 17 items was created with the cooperation of a panel of specialists (three professors of sport management and sport psychology from a Portuguese University, and a top manager of a fitness center). Positive emotions were measured using 6 items (e.g. excited), while negative emotions were assessed using 7 items (e.g. angry). These items were designed by the experts. Satisfaction was assessed using four items derived from Henning-Thurau (2004). All items were measured with a 5-point Likert-type scale (1=not at all, 5=extremely). A total of 1000 surveys were distributed to participants at the end of their practice. The surveys were self-administered in a room near the reception desk. After data screening, 786 surveys were deemed usable for data analysis. Data were submitted to a two-step maximum likelihood structural equation model (AMOS 20.0).

Results
The results of the measurement model indicated an acceptable fit to the data ($\chi^2(116)=679.71$ (p<.001), CFI=.93, GFI=.91, RMSEA=.08). The composite reliability values of the constructs were above the cut-off point of .70, while AVE values were greater than .50 providing evidence of convergent validity. Discriminant validity was accepted given that the AVE value for each construct was greater than the squared correlations between that construct and any other. Additionally, the assessment of the structural model indicated an acceptable fit to the data ($\chi^2(130)=720.23$ (p<.001), CFI=.93, GFI=.91, RMSEA=.08). The results indicate that the negative emotion showed a significant negative effect on satisfaction ($\beta = -.19$, p<.001). On the contrary, the positive emotion showed a positive significant effect on satisfaction ($\beta=.48$, p>.001). Jointly, the positive and negative emotions accounted for approximately 35% of the variance of satisfaction (R2=.35).

Discussion
The findings are consistent with previous studies suggesting that both positive and negative emotions play an important role for understanding consumer satisfaction (Bagozzi et al., 1999). As noted by Scherer (2005), an emotion reflects a person's response to an event, including three components: cognitive (i.e. subjective experience), arousal (i.e. physiological change), and motivational (i.e. action tendencies). Thus, fitness managers should regularly collect data on consumers' opinion of the fitness center (e.g. surveys and interviews) in order to identify the stimuli that cause positive and negative emotions during service delivery. This information is vital for designing marketing strategies aimed at increasing consumer satisfaction levels.
There have been three high profile deaths of extreme athletes dying whilst competing in the mountains since 2010. Georgian luger Nodar Kumaritashvili died at the Vancouver 2010 Winter Olympics, and in 2012 Canadian freestyle skier Sarah Burke died on the superpipe in Park City, UT and Nic Zoricic died in a World Cup ski-cross race in Switzerland. Inspired by the Olympic motto - Citius, Altius, Fortius - event organizers have made race courses faster, half-pipes higher and jumps bigger. The challenge of rights holders and organizers is balancing the risk/reward or cost/benefit of more spectacular race courses (with its attendant increased media coverage and broadcasting revenue) versus the increased likelihood of injury or death. In light of the above deaths and myriad other injuries, some are asking if extreme sports have reached the tipping point of risk tolerance and if they are too dangerous or whether such injuries are simply the price to be paid in competing in such sports. Questions have also been properly raised in regards to whether or not event organizers did everything reasonably possible to mitigate the risks and prevent such deaths. This presentation critically examines the reports commissioned by the BC Coroner’s Service and the International Ski Federation (FIS) into Kumaritashvili’s death and the Swiss State Attorney’s report and official position of FIS into Zoricic’s death. It further analytically examines the legal duties of organizers of mega-events like the Olympics, the relationship of governing bodies and event organizers to its athletes, the risks inherent to these sports, the use of waivers and releases of liability, and how the courts view liability in extreme sport. Select case law from Europe, the United States and Canada will be analyzed. The Court of Appeal of England Wales in Watson v British Boxing Board of Control, the Supreme Court of California’s ruling in the skiing case of Knight v Jewitt, The Colorado Court of Appeals ruling in Cooper v. United States Ski Association and several others will be referenced and interpreted in laypersons terms to sports which are premised on their intentional exposure to extreme risk. It will end by making recommendations to the governing bodies of extreme sport vis-à-vis its legal regulation and approach to risk management.
Students' Perceptions of Forced Crowdsourcing as Social Change

Mark Vermillion, Wichita State University

Students' Perceptions of Forced Crowdsourcing as Social Change

Introduction

Understanding sport's impact on society is important for implementing social change within society, in general (Eitzen & Sage, 2009). The high-profile nature of sport organizations within American culture often polarizes many people. Unique emotional attachments within sport often lead to the obscuring of lines separating acceptable and deviant behavior (Bass & Newman, 2013). Understanding sport and people's reactions to sport issues, dynamics, or problems becomes important for shifting perceptions. Literature Review & Theory

Howe (2006) conceived of 'crowdsourcing' as an alternative business model where the general public offers solutions. Brabham (2008) noted the process was similar to a call for proposed solutions. While generally considered a positive approach, Estelles-Aroles and Gonzalez-Ladron-de-Buevara (2012) noted the immense number of definitions of crowdsourcing, which limits the concept's usage because definitions and applications vary based on environment. Providing further conceptual clarity and usefulness, Bass, Vermillion and Putz (forthcoming) coined forced crowdsourcing, which is a user initiated organizational change resulting from public opinion. Forced crowdsourcing—unlike traditional definitions of crowdsourcing, which involve organizations controlling messages—is possible because of increasing social media usage. Users react to organizational decisions, and provide unsolicited public opinion, which results in organizational change. Bass, Vermillion, and Putz (forthcoming) applied forced crowdsourcing to coaching evaluation processes noting how recent high-profile coaching (mis)behaviors resulted in the dismissals of coaches and/or organizational personnel. Forced crowdsourcing requires administrators to monitor organizational morals and best practices while aiding in examining the public's role as an exogenous, oversight entity. Growing online or Web 2.0 sport experiences allows consumers more opportunities to express ideas publically. In order to better understand the impact forced crowdsourcing can play in not only initiating awareness, but also social change, research should examine how students, moving into the modern workplace, see the need, purpose, and/or role of forced crowdsourcing within sport organizational decision-making processes.

Purpose & Methods

The purpose of the research was to examine students' perceptions of forced crowdsourcing as a tool for initiating social change within a sport organizational setting. Specifically, the following research questions are posed:

1) What are students' perceptions of sport and social change?, 2) How likely is it the public can initiate change in a sport setting?, and 3) Are there differences between students' perceptions of the impact of forced crowdsourcing based upon major, sport participation, gender, or age?

While research is in the early stages, the survey instrument is finalized and data collection begins during the summer term. After receiving IRB approval, students from multiple universities will be surveyed regarding their perceptions of forced crowdsourcing. Specifically, students will begin being surveyed during summer terms with additional majors and classes being surveyed during the beginning of the fall term. Coding will be done by the primary investigator with results being entered into an electronic database and analyzed by SPSS (version 21). It is believed results will help to provide additional insight regarding the influence
and usability of forced crowdsourcing for social change in sport organizational settings.

References

Works Cited
Exploring Female Sport Management Faculty Experiences Across the Globe: Discussion and Dialogue

Annemarie Farrell, Ithaca College (NASSM)

Background: Often times the male voice is considered the expert voice in sport. This represents a challenge to the growing number of female faculty in the world of sport management. On the field, in the boardroom, and in the classroom, the progress of women continues to advance, yet often women are still in the minority of department faculty and academic leadership. While research on experiences of female faculty in higher education have been robust, studies focusing on the field of sport management have been more limited. For sport management female faculty, issues of marginalization (old boys' network), career/professional support, mentorship, and learning to navigate institutional and department climate have been shown as particularly important (Daehnke, 2011). While faculty experiences may differ due to variations in structures of academic life across countries (Bentley & Kyvik, 2013), the circumstances of both overlap and dissimilarity provide excellent origins for discussion and discourse. Goal of Workshop: The goal of this workshop is to explore experiences of female sport management faculty across the globe, through both a moderated panel discussion and interactive small-group dialog between attendees. What are common experiences of female faculty throughout the world? What roles do mentorship, work-life balance, and peer-support serve to advance careers of female faculty? What are the roadblocks to success, promotion, tenure and retention of women faculty? How can institutions and organizations such as WASM, encourage the growth of female faculty in the field? Panelists will discuss these and related topics, preceding an opportunity for attendees to discuss similar issues. This session will be of benefit to:- Female faculty at every stage of professional development - Tenure and non-tenure track academics - Colleagues looking to explore ways to create inclusive and supportive environments - Students seeking opportunities to network with female faculty across the sport management landscape.

Confirmed panelists (more may be added): Dr. Ruth Crabtree
Head of Department - Sport, Exercise & Rehabilitation
Northumbria University, New Castle, UK
Dr. Rosa Lopez de D’Amico
Professor, Universidad Pedagogica Experimental Libertador (UPEL)
Maracay, Venezuela
Dr. Karen Danylchuk
Associate Professor, School of Kinesiology, University of Western Ontario, Canada
Dr. Clare Hanlon
Associate Professor, College of Sport & Exercise Science
Victoria University, Australia
Ms. Janita van Wyk
Department of Marketing, Logistics and Sport Management
Tshwane University of Technology, South Africa
Coming into focus: Forming a clearer picture of the sport vocation

Michael Odio, University of Cincinnati

Perhaps the most important goal for sport management programs is to prepare students for a career in the sport industry. It is common for educators and career coaches to advise students to get their “foot in the door” to help “break into” working in sport. Likewise, for practitioners, experience working in sport is typically desired of candidates for jobs in sport organizations. But what is the scope of the sport industry? And what is considered working in sport? Attempts have been made to frame the industry from a marketing perspective (e.g., Pitts, Fielding, & Miller, 1994) and an economic perspective (e.g., Milano & Chelladurai, 2011), however it has been common since the initial issue of the Journal of Sport Management for studies to broadly define the sport industry and not directly address what is in and what is out from an organizational perspective (e.g., Chelladurai, 1987; Jackson, 1987). An additional issue is whether to conceptualize the sport vocation by sector of the sport industry (e.g., professional, intercollegiate, recreation), or by job duties and function (e.g., marketing, sales, compliance). Defining the sport vocation would help inform sport management education, provide several benefits for practitioners in the hiring process, and help identify new frontiers for academics who studying the sports industry. Thus, the purpose of this study is to explore the boundaries of the sport vocation by examining the internship sites of sport management students from two programs in the United States. These programs, as many others, require semester-long senior internships for students to complete their bachelor’s degree. Although not a perfect indicator, internship sites provide a broad picture to be analyzed in order to move toward a more informed discussion of what types of organizations and jobs are considered part of the sport vocation. As part of a larger project, students were asked to list the name and a brief description of their internship site, as well as their assigned internship duties. The sample included 162 students from two American sport management programs. Coding was performed by current sport management faculty members. The data were coded on two dimensions: by sector of the industry and by job duties, or function of the individual. Examples for categories of sport sectors included intercollegiate athletics, interscholastic athletics, recreation, golf courses, marketing agencies, sports commissions and fitness clubs. Examples of job duties include sales, marketing, operations, media, compliance, academic support, research and administrative duties. Further coding procedures, detailed findings and visual of the findings will be provided in the presentation. The findings provide a template for future attempts on defining the sport vocation, an important endeavor as the field grows and matures. We advocate for an inclusive perspective on the vocation, and feel it is especially important to discuss these issues since they pertain to what we teach our students and maintain consistency as the field grows internationally. Moreover, it helps identify gaps where scholars are not addressing the needs of the industry. The presentation will include discussion on the advantages and disadvantages of each approach to conceptualizing the vocation.
An investigation into reproduction and transformation in the field of disability sport

Paul Kitchin, University of Ulster

Introduction: Across the globe a myriad of sports organizations operate within a constant state of change. This presentation reports on a study that examined how institutional pressures fostered both reproduction and transformation within an organizational field of disability sport. A social and institutional theoretic framework was adopted that permitted the study to focus on the what, the how and the why of change, as it occurred at multiple levels (institutional, organizational, and individual) of analysis (Kitchin & Howe, 2013; Skille & Skirstad, 2007). Review of literature: Institutional approaches to the study of organizational change in sport management are well established (Slack & Hinings, 1992; Washington & Patterson, 2011). Stenling (2013) succinctly summarised this work into two main areas, the influence of institutional pressures on change, and the lack of uniformity between organizations when change occurs. This study sought to address both simultaneously. The following question guided our contribution; what factors can facilitate organizational transformation in a field of disability sport. Methodology: An ethnography was conducted within organizations belonging to a field of disability sport. Previous sport management scholars have found the ethnographic approach beneficial for accessing insider accounts of sport management phenomena, over time (Skinner, et al, 1999; Spaiij, 2013). A fieldwork phase lasting 42 months gathered data from active-member observations, formal and informal interviews and document analysis. Coffey and Atkinson’s (1996) guidelines for the management and analysis of the data collected were followed. Results & Discussion: From applying this social and institutional analysis to a field of disability sport it was found that ethos, beliefs and values about the role and importance of sport existed independently at institutional (doxa), organizational (doxa) and individual (habitus) levels. An organization’s doxa was linked to their collective identity and the position they occupied within the field. Each doxa influenced, in some fashion the organizational and individual decision-making (translation) process. The research emphasised the importance of an individual’s previous life experience in the formulation of strategies that transformed organizational and institutional power relations. It concludes empirically that the diffusion and translation of institutional pressures is dependent on the interlinking relationships between institutions, organizations and individuals. When organizational identities do not conform to the institutional doxa, transformation can occur more readily. This is important because these forms of organizational identity are more prevalent when staff have more diverse life experiences, reinforcing the importance of diversity in facilitating transformation.

Affect in the workplace: The impact of passion and pride in professional sports

Steve Swanson, University of Worcester

Aubrey Kent, Temple University

Management in professional sport is a complex venture requiring consideration of its special features to achieve optimal outcomes (Smith & Stewart, 2010). The large role that emotion plays in attracting and sustaining fans throughout the world is a notable distinguishing aspect within the context of sport (e.g., Taylor, Doherty, & McGraw, 2008). While sport management has established a strong research paradigm for individuals external to organizations, enhanced focus is needed on how affective variables might impact employees within sport organizations (Todd & Kent, 2009). For example, Taylor et al. (2008) note that the passion surrounding sport might also be reflected in employees working in the sport industry. As another example, Todd and Harris (2009) suggest that the pride of sport employees can be a psychological benefit which leads to increased levels of satisfaction and performance. As passion and pride are generally considered distinctly critical concepts in the sport context, it is proposed here that these constructs may be particularly relevant for sport employees. Whilst pride and passion have been explored within mainstream management literature, the current investigation sought to extend this research by exploring their impact on key employee outcomes in the professional sport industry. The notion of passion refers to a strong feeling toward something which individuals like (or even love), find important, and choose to invest their time and energy in (Vallerand, Paquet, Philippe, & Charest, 2010). The dualistic model of passion indicates two types of passion, harmonious and obsessive. Research has generally shown harmonious passion to be associated with positive outcomes and obsessive passion to be linked to negative (or less positive) consequences (Forest, Mageau, Sarrazin, & Morin, 2011). The concept of pride refers to "a self-focused positive emotion triggered by appraisals of the self's success, status, and competence" (Horberg, Krous, & Keltner, 2013, p. 24). The literature suggests that pride in affiliation is positively associated with outcomes such as self-esteem and group-oriented behaviors (Smith & Tyler, 1997), creativity and commitment to customer service (Gouthier & Rhein, 2011). In the sport management literature, Todd and Harris (2009) found job pride to be predictive of self-efficacy and organizational identification, and called for additional research to expand our understanding of the effects of pride in the workplace. The participants for this study were a random sample of business operations employees (n = 1,189) from the five largest professional sports leagues in North America. Structural equation modeling was utilized to assess the relationships in the hypothesized research model. The results provided strong support for the hypothesized positive impact of pride on employee commitment, satisfaction, and work motivation. In addition, a positive relation was indicated between harmonious passion and both commitment and satisfaction. The findings provide an initial assessment of the effects of passion in the sport employee work environment, and extend the work of Todd & Harris (2009). Finally, this research contributes to a building conceptual argument that distinctive psychological processes should be considered when managing employees in sport organizations (e.g., Swanson & Kent, in press; Todd & Kent,
References


Experiencia estratégica del área de deporte del instituto de Deporte y Recreación de Medellín

Jorge Mario Escobar Barrera, Instituto de Deporte y recreación de Medellín

Resumen: El Instituto de Deporte y recreación de Medellín tiene dentro de su misión el fomento del deporte en espacios que contribuyan al mejoramiento de la cultura ciudadana y la calidad de vida de sus habitantes. El área de deportes ha implementado la estructuración de proyectos, que intervienen a todas las edades, buscando la articulación del deporte educativo, el comunitario y el asociado, que busque el fortalecimiento como ciudadanos, de las organizaciones y el fortalecimiento como sistema deportivo municipal. Deporte para todos. Deporte para todos, es la denominación que se tiene desde el punto de vista estratégico para el área. Aquí se involucra toda la concepción del deporte educativo, el deporte asociado, el deporte comunitario, el deporte formativo y las nuevas prácticas deportivas y extremas. Estas manifestaciones están representadas en 5 proyectos que le dan vida, y procuran integrar la concepción deportiva para la ciudad de Medellín. Estos cinco proyectos son:- Escuelas populares del deporte- Deporte educativo- Deporte comunitario- Deporte asociado- Adrenalina. Las intencionalidades con cada uno de ellos es fomentar las estructuras deportivas de base, direccionarlas hacia el fortalecimiento organizacional y desarrollar las manifestaciones deportivas de la ciudad. Escuelas populares del deporte. Iniciación deportiva- Formación deportiva- Énfasis deportivo- Desarrollo deportivo- Deporte para adultos. Este proyecto busca: Cualificar los procesos de iniciación (6 y 7 años), formación (8 y 9 años) y énfasis deportivo (10 a 18 años) desde la concepción de deporte comunitario y educativo. Ampliar la oferta deportiva comunitaria de Escuelas Populares del Deporte para grupos poblacionales de 18 años en adelante. Establecer un modelo de desarrollo deportivo de los 6 a los 12 años que permita la detección, selección y vinculación de talentos al deporte asociado. Deporte educativo.- Festivales escolares- Juegos intercolegiados- Juegos universitarios. Este proyecto busca: Fomentar la práctica deportiva en las Instituciones Educativas Públicas y Privadas del Municipio de Medellín y sus corregimientos, aportando así a su desarrollo y formación integral, a través de la realización de competencias deportivas, desde un enfoque lúdico, recreativo y deportivo, en horario curricular y extracurricular. Deporte comunitario.- Juegos deportivos ciudad de Medellín- Deporte y convivencia- Juegos departamentales. Este proyecto busca: Generar una estrategia de intervención comunal y corregimental para la promoción del deporte social y comunitario. Deporte asociado. Este proyecto busca: Esta es una estrategia de acompañamiento, seguimiento sistemático y permanente a los clubes deportivos de la ciudad de Medellín que tiene como principal objetivo promover y apoyar los avances y desarrollo de estas organizaciones en el ámbito local. Busca establecer un sistema de categorización del deporte asociado en Medellín para poder orientar apoyos de manera ajustada a las necesidades. Adrenalina. Este proyecto busca: Fomentar las nuevas prácticas deportivas, incluyendo la formación, los eventos deportivos de gran magnitud y la promoción de las nuevas deportes, tendencias y modalidades.
Today's citizens need to be world-minded in order to use their global knowledge and intercultural skills to make informed decisions in our interconnected world (Mudimbi-Boyi, 2002). In turn, it is important that our students are prepared to participate in societies that are no longer defined by nations and geographical borders. Consequently, institutions of higher education have in recent years realized the need to prepare graduates to live and participate as global citizens through the internationalization of their campuses. The internationalization of higher education involves "incorporating an international or global dimension into the purpose, functions or delivery of post-secondary education" (Knight, 2003, p. 19). That is, the integration of an international and intercultural dimension in content, materials, activities, and understanding should be incorporated in the teaching, research, and public service functions of universities to enhance the relevance in an interdependent world. Internationalization is a very relevant topic on university campuses around the world and has become an organizational priority. It has even attracted the attention of governments and groups such as the United Nations Educational, Scientific and Cultural Organization (UNESCO, 2005). Sport is international and its increased globalization makes sport management a particularly pertinent site to consider issues of internationalization. The internationalization of sport may be viewed in many spheres. It may merely involve the introduction of sport into new countries where the sport has not been traditionally played. From a team and/or league perspective, internationalization may entail countries competing against each other in international competition; the expansion of established national leagues to include teams that are based in different countries; teams touring foreign countries to generate interest and awareness of their sport or league; professional sports teams recruiting and hiring international athletes and coaches; universities recruiting international athletes and hiring international coaches; international athletes playing on local teams and international coaches coaching local teams; and even travel to sport events in different countries as a spectator, official, or volunteer. From another perspective, it may involve the international broadcasting of sport competition and events, and international coverage of sport events and competition through various forms of news and print media. And finally, internationalization may encompass the availability of licensed merchandise outside of the country of the team or player; global companies sponsoring international sport events; and the use of sport as a social and political tool. In response to the globalization of sport, our students need to be made aware that they live in a world in which all aspects of management relate directly or indirectly to the internationalization of the sport business. Of particular note is that the digital age, in which we are now immersed, provides opportunities as well as challenges that have made international sport management education essential for the administrators of tomorrow. For those
academicians interested in international sport and/or for those who may not have a background or experience working internationally in sport, this workshop will provide ideas regarding how international sport management education can be incorporated into the curriculum, as a singular course, infused throughout the curriculum, or through faculty-led study abroad courses or programs. Internationalizing the sport management curriculum presents many challenges. Beyond the fact that many faculty have not had the opportunity to work in sport outside their home country, the diverse cultures in which sport business operates can be quite challenging. Developing knowledge and an appreciation of how professional sport, international governing bodies, marketing in the digital world, and the legal arena is essential to the educated sport manager. This workshop will address the following questions: (1) what does it mean to "internationalize" sport management education from a curriculum perspective, and how do we do it? (2) what are the challenges of internationalizing the programs? (3) what are the "best practices" in international sport management education (i.e., problem based learning; experiential learning; web research sources; international sport course collaboration and delivery using Web CT, Skype, or FaceTime; and study abroad programs)?, and (4) how might the World Association for Sport Management (WASM) contribute to the internationalization of sport management? After short facilitator presentations, the participants will have an opportunity to share and learn about the modes of delivery (i.e., best practices) and the challenges.

What would a worldwide ranking system for Sport Management look like?

Aubrey Kent, Temple University

Sport Management is one of the fastest growing academic disciplines at many educational institutions. From its disparate beginnings, the discipline has now become established in the academy and is increasingly being accepted within industry. As the demand for skilled professionals in the industry continues to increase, the academy has attempted to meet the challenge by engaging in scholarly activities to build a discipline-specific knowledge base, by establishing accrediting bodies for academic preparation (NPRA/COSMA, etc.), and by establishing academic associations to allow for the free-flow of ideas amongst those who prepare the next generation of executives in the industry (most recently WASM). One area where the discipline of sport management has not ventured is in providing stakeholders (e.g., prospective students and industry) with an acknowledged marker of program quality. Other disciplines use ranking systems as a measure of quality and as a guide for resource decision making. Ranking studies in other disciplines primarily focus on rankings of undergraduate and graduate programs, and they are prevalent in parallel disciplines such as business, education, law, engineering, and allied health. These rankings primarily rely on prestige rankings by deans and program directors, although some are more sophisticated than others and may include information like entrance scores, faculty size, and graduation and placement rates as well. Most parallel disciplines also frequently publish peer-reviewed examinations of program and/or journal quality. While there are definite pros and cons to these rankings and the behavior that they elicit, the disciplines in general benefit from allowing stakeholders to consider various indicators and make more informed choices for their academic pursuits, recruitment of new hires, faculty evaluations, and the like. Likewise, the sport management academic discipline has not yet established a widely-shared consensus about the quality of our academic journals. The importance of establishing reliable journal quality rankings has been acknowledged in many academic fields, as reliable journal ratings are essential for researchers, academic institutions and journal editors. These ratings serve as a guide for assessing potential impacts of publication to a journal on scholarship, as well as administrative decisions within institutions, such as tenure, pay, and, promotion. Establishing journal rankings is likely more important to relatively young interdisciplinary fields, like sport management, than to parent disciplines since the former do not have as apparent a consensus in the ranking of journals as the latter, and as such the process in and of itself would be valuable. While just recently established, WASM would seem like a logical possible champion for such efforts for rating/ranking both programs and journals in the field of sport management. If an established entity like WASM does not step up on behalf of member institutions to lead this effort, the fear is that sport management would follow the path of business schools who are overly beholden to rankings systems that they neither created nor control (i.e., US News and World Report, Financial Times, The Economist). Already, Google searches for "top sport management programs" or "best sport management schools" elicit so-called "rankings" from the likes of "hackcollege", "ehow", "college majors 101" and "the best schools" websites. Sites such as these have no oversight of their methodologies to guide institutions, and many are for-profit
vehicles that include only those schools that choose to engage in a financial relationship. This workshop will provide an overview of the issue and will foster an interactive discussion of the following topics: • Pros/Cons of rankings systems in higher education • Examples from parallel disciplines • Examples of public available rankings' (online) • What should be ranked / rated? • Methodological considerations • Should WASM sponsor/host this effort? • How should results be presented?
Title IX and Sexual Assault: the Strengths and Weaknesses of the Sexual Violence Policy

Barbara Osborne, University of North Carolina at Chapel Hill

On May 1, 2014, the U.S. Department of Education, Office for Civil Rights released a list of 55 colleges and universities that were currently under investigation for mishandling student complaints involving sexual assault. The list includes institutions that are considered among the top academic institutions in the country. Also notable is the number of complaints being investigated that involve student-athletes, including Jameis Winston, quarterback at Florida State University and 2014 Heisman Trophy winner. Sexual harassment and sexual assault is a serious problem within U.S. schools. Title IX of the Education Amendments of 1972 protects participants in educational programs or activities from sex discrimination. Sexual harassment is a prohibited form of sex discrimination, and sexual violence (such as sexual assault or rape) is a severe form of sexual harassment that is also prohibited. While acts of sexual violence are also criminal matters, this does not abdicate the school’s responsibility to protect students from acts of discrimination that interfere with the opportunity to gain the full benefit of their educational experience. On April 4, 2011, the U.S. Department of Education, Office for Civil Rights issued a Dear Colleague Letter to provide schools with "information to assist them in meeting their obligations and to provide members of the public with information about their rights, under the civil rights laws and implementing regulations..." The Dear Colleague Letter: Sexual Violence (DCL:SV) appears to have succeeded in "providing members of the public with information about their rights", as evidenced by the dramatic rise in the number of complaints filed. The DCL:SV is a "significant guidance document" that mandates that schools eliminate harassment. Schools may achieve compliance with this mandate by doing four things: 1) properly investigate, respond, and provide an opportunity to appeal; 2) address the physical, emotional, and social effects on the victim; 3) prevent retaliation; and 4) provide preventative education to the campus community. However, the DCL:SV has also been significantly criticized, primarily by college and university administrators that believe the preventative and investigative requirements are too onerous ad that the "preponderance of the evidence" burden of proof is too low. The purpose of this legal research is to examine the strengths and weaknesses of the Title IX policy mandated by the DCL:SV in the sport management context. While sexual assault is also a crime, the criminal aspect of the act does not abdicate the institutional responsibility to create a safe environment. Campus culture and athletics culture play a significant role. Research indicates that masculine dominated environments such as athletics teams promote objectification of women. This, combined with the athletes' expectation of entitlement, rewards for engaging in aggressive behavior, peer support and approval, and failure of coaches or administrators to discipline athletes, have been found to increase the likelihood that athletes will commit acquaintance rape, sexual violence, and sexual assault. Recommendations for athletics programs to support institutional prevention and compliance efforts while reducing risk of liability will be provided.
North American Professional Sport and Competition Time

Mark Nagel, University of South Carolina

Norman O'Reilly, Ohio University

Professional sport has grown to be the 11th largest market category in North America (Levin & McDonald, 2009). Yearly revenue from sport has risen to $47.14 billion with an annual growth rate of 9% (Hambrecht, Hambrecht, Morrissey, & Black, 2012). The four professional sport leagues that garner the most attention in North America are the National Football League (NFL), the National Hockey League (NHL), the National Basketball Association (NBA) and Major League Baseball (MLB). The NFL has grown to be the largest in terms of league revenue and franchise value (Ozanian, 2012) despite playing the least number of regular season games (competition time) compared to the other leagues. Some argue that the lower competition time in the NFL has allowed fans to connect more deeply with their favorite team, which has been shown to increase revenue for both the franchise and league (Park, Mahony, & Kim, 2011). This research empirically assesses competition time in the NFL. Following a review of potential frameworks, the Balanced Scorecard (BSC) is adopted for this study. The BSC is appropriate here because it is a strategy performance management tool that is used by managers to track the entire set of relevant elements of success for a given business (see Kaplan & Norton, 1996) and since it is a tool for holistic strategy execution (Cobbold & Lawrie, 2002). The BSC is used to frame a multiple case-study response to the research question that asks if there is a relationship between competition time and league revenue in professional North American sport. The case studies include:

• Study 1 - The NFL: Number One League in North America
• Study 2 - Game Importance in the NFL
• Study 3 - Impact of Lockouts on the NHL and NBA
• Study 4 - MLB: The Hunt for October
• Study 5 - The Premier League: Examining a League with No Playoffs
• Study 6 - Ratio Development Study 1 assesses competition time and how it impacts the NFL and thus results in the highest league revenue of the four professional leagues in North America. With lower competition time, each regular season game will be more crucial, thus, Study 2 examines how the importance of each regular season games impacts the franchises in the NFL. With the recent half season lockouts of the NHL and NBA, Study 3 will provide a context as to how competition time will impact both leagues. Study 4 will assess how a large amount of competition time impacts the MLB and its league revenue. Study 5 will examine how competition time effects league revenue when there are no playoffs. Finally, Study 6 financial ratios will be developed based on competition time to determine how effective each league is as a function of competition time. The results from the case studies will inform our knowledge about the relationship between competition time and league revenue in North American professional sport. Recommendations for practice, research, conceptual development and future research will then be provided to show how leagues can implement these changes and researchers can continue to learn more.


The Americanization of European Facilities - Revenue, Revenue, Revenue

Mark Nagel, University of South Carolina

In early March 2014, Roma announced plans to privately finance a new 52,000 seat, £250m facility. The announcement followed a series of recent openings or significant remodeling of other football (soccer) facilities in a variety of countries around the world. In nearly every case, a desire to dramatically increase revenue, often through an "Americanization" (e.g., Szymanski & Zimbalist, 2005) of facility design and operations, was cited as crucial to the facility project, combined with a need to meet increasing requirements to host high profile international events. At the club level, a major driver of this facility trend is generating increased revenues (e.g., tickets, sponsorships, event hosting, etc.) to support growing costs to attract and keep top athletic talent in an increasingly competitive worldwide football talent marketplace (Brown, Rascher, Nagel, & McEvoy, 2010). However, despite the documented increased revenues attached to new stadia (Howard & Crompton, 2014), these projects have not always been well received, particularly by long-time club members or other "diehard" fans who have not necessarily embraced a changing revenue-focused approach and the accompanying higher prices. This research investigates the era of modernizing soccer facilities from a variety of approaches. It first details the stadium construction and remodeling of the past 10 years in the following top European-based leagues: English Premier League, German Bundesliga, Spanish La Liga, and Italian Serie A. It then details how those improvements were funded and catalogs results of the stadium improvements based upon such variables as overall club revenues, on-field performance, retention and/or attraction of top players, etc. It then discusses these trends in comparison to the North American context and fan experiential interests. Importantly, this research will develop a classification of stadium types that represent the various venues being built or remodeled today.

References
Competitiveness of the Hungarian elite sport

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Introduction
A growing number of nations are developing their 'medal capabilities' in elite sport, resulting in an increasing competition between nations (Oakley & Green, 2001; De Bosscher, 2006). To take part in this race the first step is to have a great scale of view about your own sport. The aim of this research was to understand why Hungary is successful in specific sports, and on the other hand, what is the reason of underperforming mainly in professional, global sports, furthermore to explore the relationship between elite sport policy systems and success in international competitions. Different grading systems and medal tables are not only evaluating sport performance, but also serve as incentives. The behavior of actors following self-interests changed in view of the applied methods. It is particularly important to use tools that incite the appropriate behavior of fundamental goals of Hungarian sports. The current evaluation system of sport performance used by the Hungarian sport governance determines - beyond the performance evaluation - the structure of financing. Review of literature
The SPLISS studies attempted to identify the policy factors that make nations highly competitive in elite sport and that characterize efficient and effective elite sport systems (De Bosscher - Bingham - Shibli - Van Bottenburg - De Knop 2006, 2011). As Hungary belonged to the Soviet type of economics, sport has special characteristics (Andreff 1996). Chikán (2002) argued that the main determinants of the competitiveness of Hungary are the long-term heritage, the government policies and global environment. Methodology
A wide range of studies were conducted with the support of the Hungarian Olympic Committee in which the sixteen most successful national sports federations were analyzed. Due to the SPLISS model, mixed research methods were used to collect data based on an overall organizational questionnaire and the involvement of the main stakeholders within national sport federations. The results of this survey were compared to the results of one of our former researches which examined the five team sports which gain a high financial support through the corporate tax relief system. Result
Our assumption about the significance of the incentive systems was proven. A wrong method leads to wrong incentives, which establishes a distorted financing structure. Principals arising from the limited rationalism are recognized and needs to build an alternative scoring system, which could create a "good enough" incentive scheme, better than the existing one. Our study also confirmed one of the main results obtained under the SPLISS research that the increase of resources for sport does not lead to a clear improvement in sporting performance and thus it does not support the competitiveness of elite sport. Hungary as a state-funding-dominant-system seems to be more effective in case of elite sports where direct connection can be identified between effort and performance. The same incentive system could not be efficient for the team sport where several factors which increase the complexity of the sport can be identified, so the trade-off between the effort and performance is not so straightforward.

Keywords: elite sport, Hungary, competitiveness, incentives

References:
Gender Composition of National Olympic Committees

Warren Whisenant, University of Miami

Since women first began to participate in the Olympics in Paris, their level of participation has continued to increase. Women comprised only 2.2% of the participants in 1900, but were 44.2% of the participants in 2012 (Women in the Olympic Movement, 2013). While women have seen increases as participants, they have not seen similar increases in Olympic leadership positions. As of 2014, only 20% of the International Olympic Committee members were women and only 4 of the 15 Executive Board members were women. This inequity might support Light and Wedgwood (2012) who noted that "...the field of sport remains dominated by masculine values that disadvantage women by pitting their performances against (hegemonic) masculine standards" (p. 181). That same disadvantage applied on the field may be transferred to a disadvantage as leaders in the Olympics. While considerable research has focused on inequitable levels of media coverage given to women in sports (Pedersen & Whisenant, 2002; Stone & Horne, 2008) and Olympics sports (Capranica & Aversa, 2002; Delorme, 2014), no work has yet centered on the inequitable gender composition of National Olympic Committees. The purpose of this study was to determine the level of participation women had on National Olympic Committees. Sixty-six of the 204 member National Olympic Committees were surveyed to determine the extent women held leadership positions in those countries. The findings will be reported and compared based upon corresponding athlete participation rates as well. Capranica, L., & Aversa, F. (2002). Italian television sport coverage during the 2000 Sydney Olympic Games. A gender perspective. International Review for the Sociology of Sport, 37, 337-349. Delorme, N. (2014). Were women really underrepresented in media coverage of Summer Olympic Games (1984-2008)? An invitation to open a methodological discussion regarding sex equity in sports media. Mass Communication and Society, 17, 121-147. Women in the Olympic Movement. (October, 2013). Retrieved from http://www.olympic.org/ Documents/ Reference_documents_ Factsheets/Women_in_Olympic_Movement.pdf

Many scholars and sport professionals have recognized the need to develop partnerships and relationships to bridge the gap between academia and the sport industry. Moreover, cooperative education has become more common place as universities and industries deal with increasing challenges (Breen & Hing, 2012). However, connecting scholars and professionals is sometimes seen as a daunting task (King, 2013). The purpose of our presentation is to present a case study of an industry immersion program at the University of South Florida (USF) and to provide best practices, challenges, and recommendations for industry and academia professionals. Tanniru and Agarawal (2002) suggested five practices for emerging co-op programs including:  
- Recruit all types of business undergraduate majors  
- The program should be fully funded by corporate sponsors and cover the students tuition, fees, and insurance coverage  
- The university should fund one full-time director to facilitate the program and teach relative courses  
- Students in the program are presented with business problems from the corporate sponsors  
- Coordinated projects by faculty and industry executives  

One of the major goals of the USF Sport and Entertainment Management program is an academic experience immersed within the industry. In addition to these core co-op aspects listed above, the USF Business Administration program includes:  
- Company Executives assist with teaching classes (i.e., Sales and Data Analytics courses)  
- Students and faculty consult with professional teams on industry problems (i.e., Arena Football League)  
- Students solve business problems and compete within case competitions (i.e., FOX Sports U)  
- Students are placed into 9 or 12 month residencies within corporate sponsors during their second year of the Master’s program (i.e., 27 students within 16 different sport and entertainment organizations within a 45 mile radius of campus)  
- Capstone course that solve current industry problems  

Some challenges arising when academia and industry connect (Weisz & Smith, 2005) include:  
- The egocentric views and attitudes of faculty and industry professionals  
- Faculty are not always rewarded for their time spent connecting with the industry  
- Professionals lack the connections with academia  
- Professionals may not understand the inter-workings of academia  

However to overcome these challenges:  
- Professionals and faculty can formulate respective networks within local communities and at conferences  
- Professionals and faculty can seek out departments on campus encouraging and promoting business and community relationships  
- Faculty need to improve disseminating their work, written in laymen’s terms, to industry practitioners  
- Professionals need to do a better job at listening and reading the latest research in sport (King, 2013)  
- Professionals should approach faculty to solve industry problems through students projects and faculty research  

Overall, when the immersion process is done correctly with strong partnerships and trusted relationships, it can provide a breadth of knowledge and opportunities for students, academicians, and industry professionals.

References  
Breen, H., & Hing, N. (2012). Improving competitiveness through cooperation:
Diferencias percibidas en los sacrificios no monetarios según el perfil del cliente en centros de fitness Low Cost

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Introducción. Según los últimos datos del Eurobarómetro sobre el deporte, el sector del fitness está considerado en Europa una de las industrias deportivas con mayor incremento de practicantes. Estos datos corroboran lo anunciado por IHRSA (2012) donde a nivel mundial, Reino Unido o España se posicionan entre los países con mayor facturación, número de clientes y número de instalaciones. Así, como en otros sectores, el modelo de negocio Low Cost se está implantando en la industria del fitness, incrementando el número de instalaciones y, por consiguiente, el número de practicantes, cuyo crecimiento está siendo exponencial según estudios sectoriales (Valcarce y López, 2014). No obstante, por ser un reciente modelo de negocio, la investigación relacionada es casi inexistente, planteándose la pregunta de si la fidelidad en estas instalaciones es también una de las mayores preocupaciones tal y como se ha mostrado en la literatura reciente. En este sentido, una de las variables que han mostrado ser predecesoras de la fidelidad es el denominado valor percibido, encontrándose en su función negativa los denominados sacrificios no monetarios o conveniencia de servicio, entendidos como el tiempo y el esfuerzo percibido por los clientes en cuanto a la compra o utilización de un servicio (Berry, Seiders y Grewal, 2002). Justamente, esa función negativa hace mención a los factores subjetivos del cliente, los cuales podrían restar beneficios al valor percibido del servicio y, por consiguiente, a la fidelidad del cliente. Por otro lado, el conocimiento de las características de los clientes que podrían repercutir en diferencias en cuanto a la percepción del servicio, se postula como un factor determinante en la oferta de los centros de fitness. Por esta razón, el objetivo de la presente investigación fue analizar si existían diferencias significativas según el perfil de clientes en centros de fitness Low Cost en aspectos relacionados con la conveniencia de servicio.

Metodología

La muestra se compuso de 737 clientes de centros de fitness Low Cost (323 mujeres y 414 hombres). El 60,9% tenían menos de 30 años, el 32,74% entre 31 y 50 años, y el 6,39% más de 50 años. Igualmente, el 61,14% llevaban inscritos menos de 6 meses, el 17,66% entre 6 y 12 meses y el 21,20% más de 12 meses. Para medir la conveniencia de servicio se utilizó una adaptación de la escala de Chang y Polonsky (2012) compuesta por 9 ítems (Likert de 9 puntos), cuya fiabilidad fue de α=,901. Se realizó un análisis de la varianza (Anova) para conseguir los objetivos planteados mediante el programa SPSS 22.0. Resultados

Posterior al análisis realizado, se comprueban la existencia de diferencias significativas en cuanto al género y al tiempo en llegar a la instalación (p<,001), donde las mujeres puntuaron más positivamente (M=8,02; DT=,97), al igual que los que tardaban menos de 15 minutos en llegar (M=7,93; DT=1,02). Del mismo modo, también se encontraron diferencias significativas (p<,05) en cuanto a la edad, la formación académica, la ocupación laboral y el estado civil, situándose las puntuaciones más elevadas en los mayores...
de 40 años (M=8,01; DT=.87), los clientes con formación elemental (M=8,48; DT=.59), autónomos (M=8,02; DT=1,03) y casados (M=8,04; DT=.99). En relación a la permanencia en la instalación, los resultados no mostraron diferencias significativas (p=.60).

**Discusión**

Los hallazgos encontrados permiten hacer un diagnóstico sobre las características de los clientes en centros de fitness Low Cost, cuyo esfuerzo por la asistencia a la instalación es menor. En este sentido, las mujeres casadas de más de 40 años con formación básica que tardan menos de 15 minutos, son las que perciben un menor esfuerzo por ir al centro de fitness. En este caso, la dirección de las instalaciones deberá orientar sus acciones en disminuir la percepción de tiempo invertido por los demás clientes para conseguir una fidelidad mayor.

**Referencias**

An Exponential Decay Model: Does outcome of a football match influence the number of viewers watching advertisement on online broadcasting television?

Phung Minh Tuan, Chinese Culture University & Ton Duc Thang University

Abstract: In this study, we investigate whether any of the three outcomes of a soccer match, home win, away win and draw has an effect on audience emotion. The results show that none of them change the number of viewers watching advertisements upon the end of the match. The exponential decay model was used to analyze the viewer database of 92 football matches after the online broadcast match was over. Our findings prove to be useful to television broadcasters, sports rights agencies, advertisers, and media planners.
The multiple experiences related to fanship are not strictly limited to the mere consumption of a sport product. Several interconnected individual sentiments and social dynamics are deeply involved in the significance of supporting a team, following a sport event or buying sport merchandise. In the contemporary sport context, these experiences increasingly pass through the social media space and there is a non-stop flow of narratives converging into a world of blogs and forums, sharing pictures and opinions on networks, with Facebook friends and through 240-characters tweets. Social media might be generally defined as a random, communicative space in which everyone has a voice, plus an unlimited and indefinite audience. In this kaleidoscopic space, the complex category of sport fans is largely formed by proactive actors in the creation of a collective discourse implicating social identities in their complexity. A further significant side of social media is formed by the sport-marketing professionals who have to build a presence in the collective and multifaceted area of social media into their business strategy. Subsequently, to look at it in a methodological and simplified way, it takes an analysis facilitator to consider the unstructured social media actors and the marketing professionals as two different categories of content and narrative producers. Generally, more than in other social media within the sport communication field, a key characteristic is the dynamics with which the proactive, spontaneous actors have an incident without a marketing captation. To consider this complex aspect of social media is a basic aspect in an analysis characterised by the intent to determine practical and theoretical guidelines on how to be supportive in the sport management field. More generally, several questions have to be analysed in this field of study which is fragmentally explored. Just to mention a few topical points: Is a social media marketing strategy a risk for the spontaneity and passion or participation of sports fans? Are the social identities and emotions implicated in a sports fan's experience of marketing awareness? Are sports fans who follow the marketing content making assumptions of the social media spaces under a critical attitude or by an interested approach? This presentation is part of a work in progress that intends to explore the above-mentioned theoretical points. The first aim is to map the situation of the social media channels related to sport in the South African context from a qualitative point of view. The second aim is to mention a few international case studies significant for the purpose of describing how to manage a marketing strategy in the global arena of sport.
Factors influencing decision making for participation in the Olympic partners sponsorship: A case study of Samsung

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Yeh Kongting, University of Northern Colorado
Kee Jae Kang, Samsung

Abstract

The Olympic is one of the largest and most complex sporting events in the world. For the last 25 years, corporate sponsorship has become an increasingly important element in the success of the Olympic Movement. Subsequently, corporate sponsors have become significant financial supporters for all levels of the movement from the International Olympic Committee (IOC), to the Olympic Organizing Committee (OOC), as well as the National Olympic Committees (NOCs) (Giannoulakis, Stotlar & Chatziefstathiou, 2008). Globally, sponsorship has become an integral marketing activity for many of these sport sponsors (Stotlar, 2009; Alexandris, Tsaousi & James, 2007). According to the IEG sponsorship report (IEG, 2013), over two thirds of the total sponsorship expenditures in North America were spent in sport, amounting to $16.51 billion. Why do corporations invest huge amounts of funds for sports sponsorship? Much has been written on the stated objectives for involvement in Olympic sponsorship. However, a vast majority of this research has been quantitative in nature using surveys to document rationale from lists of predisposed objectives. One might ask "Which of the following objectives best describes your rationale for this sponsorship?" Alternatively questions could be stated regarding the ranking of objectives. The limitation or perhaps the validity of this type of research could come into question as the survey subject would simply respond to the survey questions regardless of their underlying decisions without actually having conceptualized the rationale before being prompted by the survey. Although this previous research examined theoretical and empirical findings about company objectives related to sports sponsorship performance (Doherty & Murray, 2007) there is little specific research about decisional influences in corporations involved in the The Olympic Partners (TOP) program. Thus, a qualitative study could legitimately uncover decision rationale through in-depth interviews on the process.

The purpose of this case study was to determine what factors influenced corporate decision making to participate in The Olympic Partners (TOP) program. By discovering factors influencing corporate decision making via interviews; sport managers would better understand the corporate decision process and thus be better able to develop effective sponsorship programs. Qualitative research method and case study method were selected to gain the richness and depth of data needed (Merriam, 2009). A purposeful sampling method and a semi-structured interview strategy were conducted and corporate documents were used to investigate the research questions. A core decision maker of a global corporation (Samsung) was selected as a sample. The participant was in charge of sport marketing and sport sponsorship activities at Samsung. The interviews (3 in total) were conducted in October of 2009. One of the researchers is fluent in Korean and personally conducted the interviews. Field-based interviews also occurred on site at the Olympic Games.
including an examination of sponsorship activation. Both print and web-based documents were included in the analysis. Measures to assure trustworthiness, triangulation and member checking and were also incorporated. Based on the emerging themes, data were classified into appropriate categories for each factor. To avoid future investigators' misinterpretation, raw data were classified into several factors and described in detail rather than merely providing descriptions. Results indicated, three factors, 'enhancing brand equity,' 'building corporate reputation,' and 'increasing sales,' emerged as the most prominent factors influencing sponsorship decision making in the corporation regarding the TOP program. Corporate social responsibility was revealed as a secondary factor. The results from the study offer sponsorship professionals and international sport organizations with information to more fully understand strategies for sponsorship decision making.
As time moves forward, change is inevitable. Professionals in all walks of business, industry, and politics need to recognize how these changes, whether positive or negative, with affect them. Although sport at times seems to be immune to changes over time, there are significant demographic and migration elements that have a direct impact on existing and future enterprises in the leisure, recreation and sport industries. As we move deeper into the 21st century, there is a need to forecast what the future of sport will look like so that current sport management professionals can stay ahead of the curve of time in the leadership and operations of sport businesses, and sport management educators and practitioners can effectively educate and prepare the future managers of the sport industry. Research by Bullaro and Edginton (1986) provides an all-inclusive classification system of enterprises that exist in the leisure, recreation and sport industries: (1) travel and tourism, (2) entertainment services, (3) leisure services in the natural environment, (4) hospitality/food services, and (5) retail activities (Karlis, 2006). Further literature review shows that each of these areas has a direct effect on globalization of sport and leisure (Thibault, 2009) through the migration of populations (Witherick & Warn, 2003), which in turn creates new, emerging markets and opportunities for sport and leisure (Schwarz, Hunter & LaFleur, 2013). The literature also shows that there is a definitive generational effect on the future of sport and leisure (Maclean & Hurd, 2012) that is linked to changes in demography created by globalization, migration, and emerging markets. One consideration focuses on the ramifications of globalization on sport from historical, social, economic, political and cultural perspectives (Cortsen, 2013a; Cortsen, 2013b), including shifts in immigration and the growth of 'artificial' immigration. Another area of examination involves the implications global population migration has on sport in terms of demographics and geographics. Coffrini (2007) articulated five major population trends that all should take note of, including the increased aging population in Europe and Asia, the emerging populations in Africa and Asia, and the significant emergent growth and influence of Latin America. This information is crucial in explaining the future emerging markets in sport beyond simply location, but in terms of the evolving sport and leisure opportunities evident around the world. It is also important to understand the generational growth of sport as it relates to changes in the future sport consumer, which focuses on the multiplication process within the global population and how the changes in demographics and geography will influence the future model of sport, recreation, and leisure. These changes in global demography and migration are projected to have a significant effect on the future demand on sport, recreation and leisure worldwide in terms of the shifts in wealth globally and the continued immigration movement. As such, it is incumbent that sport and recreation professionals recognize the challenges they will face as they progress through this new millennium.

Bibliography
Motivation to participate in Rugby at a South African Tertiary Institution

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Neels Van Heerden, Tshwane University of Technology South

Introduction. Young men who participate in sport acquire identities that lead them to define their experience in certain ways. They are motivated to participate in their chosen sport for varying reasons, be it intrinsically (e.g. skills mastery) or extrinsically (e.g. monetary rewards) based. There are many positive aspects to sport participation, and motivation to participate might enhance the positive aspects, but unfortunately sometimes also bring out some negative aspects of participation in sport. Literature Review

According to Kim (2007:187), intrinsic motivation is a natural inclination that is spontaneously activated by exposure of information. Intrinsic motivation can be defined as a person's drive to act or perform which results from internalised beliefs about the values of the activity and finding the activity rewarding in and of itself (Tosi, Rizzo & Carrol, 1990:737). Motivation of individuals can be activated by extraneous factors, termed extrinsic motivation, which is in turn activated by contextual factors (Kim, 2007:187). According to Pope & Wilson (2012:90), "External regulation is the least self-determined form of motivation which is concerned with acting to appease external contingences such as social pressure or reward contingencies".

Theoretical Design

The main purpose of this study was to find out if rugby players representing the official teams of the University of Pretoria (TUKS) and rugby players playing for their residences, differ significantly in terms of their motivation (intrinsic and extrinsic) to play rugby. In order to provide results which would fulfil the objectives and purpose of this study, the following hypotheses were developed and tested through self-administered questionnaires:

H1(alt): There is a difference in intrinsic motivation to participate in rugby between players representing the University of Pretoria and players playing for their residences.

H2(alt): There is a difference in extrinsic motivation to participate in rugby between players representing the University of Pretoria and players playing for their residences.

The target population for this study consisted of males playing rugby either for the University of Pretoria (TUKS) official teams or for one of the eight residences. The sampling method that was used is non-probability purposive quota sampling. Pelletier, Fortier, Vallerand, Brière, Tuson and Blais' (1995:35-53) Sport Motivation Scale was used to determine what motivates the respondents to play rugby. Results

As shown in Table 1, the results indicated that the two groups do not differ significantly in their intrinsic motivation to play rugby, however the official TUKS rugby players are much more extrinsically motivated than the residence rugby players. Discussion

Sociability is one determinant of intrinsic motivation which is linked with the need to be with someone. It is in line with the results from Recours et al (2004:16) which showed that there was a significant and positive relationship between regularity of sporting activity and motivations pertaining to sociability and playing it to the limit. An unexpected finding in this study is the fact that there is no difference in intrinsic motivation between the two groups of rugby players. This can possibly be explained by 'love of the game'. Any person who chooses to play rugby at University level will still love and enjoy the game, no matter what team he plays for. According to Recours et al (2004:3), extrinsic motivation is more on the forefront in sport involvement than intrinsic motivation. Therefore, the finding that official
TUKS players were more extrinsically motivated may lead to the conclusion that the more prestigious the team is which the players play for, the more the players are concerned with status and exhibitionism and monetary rewards, thus the higher the financial implications for the management of the sport might be.

References
Retos de la gerencia deportiva mundial

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El deporte en el mundo, es un sector que participa activamente de las dinámicas industriales y empresariales de toda índole. Pero ha existido una inmensa dificultad, y es que no se conoce a profundidad en cuales de ellas participa y que incidencia tiene en el funcionamiento económico internacional o en el PIB de los países. El deporte participa en áreas como la infraestructura, los textiles, transportes, servicios logísticos, alimentación, tecnología; entre muchos otros, pero la forma en que lo hace, como está el entorno competitivo, la calidad y desarrollo de las empresas, la preparación del sector es muy baja, e incluso conociendo que existe participación en muchos frentes, aun empresarialmente es un sector muy débil, porque sus organizaciones no están preparadas para afrontar compromisos gerenciales. Con esta ponencia, se quiere hacer un análisis de las particularidades gerencias e industriales por las que pasa el deporte mundial, tomando el deporte como un gran sector para la economía internacional, donde se demuestre el nivel de participación que tiene en ella, y lo mal preparadas que están las empresas para comprender esta lógica. Busca finalmente preparar una idea, de cómo el deporte puede fortalecerse como un gran cluster empresarial, que no funcione de manera aislada, dirigido por grandes gerentes, que complementen la vocación altamente técnica de esta área. El deporte tiene múltiples organizaciones, desde el punto de vista público y desde el punto de vista privado; desde los contextos municipales, departamentales, nacionales e internacionales; todo ese movimiento implica que debe generarse una concepción gerencial más integradora, y que no exista solo integración desde lo técnico. Hoy los grandes problemas del deporte, pasan por la incomprensión del fenómeno gerencial: desconocer las finanzas de las organizaciones, bajo empoderamiento del recurso humano, problemas de comunicación y muy especialmente una falta de planeación estratégica. Si todas esas grandes cosas se pueden comprender y mejorar, estaríamos diciendo que el deporte no es un sector aislado, es un sector que participa en el desarrollo económico de los países, y que tiene que ser asumido como un área importante, que requiere modificar muchos de sus componentes estructurales, que permita crear una gran alianza empresarial para el crecimiento del sector. Es necesario indicar, que el deporte necesita comprenderse como una unidad integrada para el desarrollo empresarial de los países y de las regiones económicas. Hoy tenemos una concepción de que el deporte es una manifestación mucho más importante que la que tradicionalmente se le da, pero hemos encontrado que el sector no estaba preparado para afrontar grandes retos económicos y mucho menos industriales. Existen falencias desde lo gerencial, desde lo político, desde lo financiero, desde lo jurídico y desde lo técnico, hacen que esta área permanentemente esté en funcionamiento, pero con inmensas dificultades, que no permiten que avance hacia el desarrollo y la organización sectorial. Estamos convencidos que el aporte que el deporte hace a la economía nacional, internacional y a la industria, es mucho más de la que se imagina, pero si se continúa con los mismos problemas que hoy se tienen. Será difícil tratar de hacer comprender todo lo que impacta y lo que moviliza está área en el desarrollo sectorial. La principal motivación, está dada en poder demostrar todo lo que el deporte puede impactar en la economía de una región y de un país, y cuál es la capacidad que tiene de movilizar la industria a partir de múltiples sectores.
A critique of the mutual ownership governance model within sport in the UK and Ireland

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A significant body of literature has emerged over the past decade contrasting the supposed benefits of a move towards a membership owned/ mutual governance model for sporting clubs in the UK and Ireland (as well as elsewhere throughout Europe). In many cases it is presented as something of a utopian response to the apparent unrelenting commercialisation of sport, mostly association football, and is viewed as something of a final opportunity for supporters of professional (and semi-professional) teams to retain a stake in the welfare and future direction of the clubs to which they are closely tied. This paper recognises the inherent benefits of implementing such a model of sport governance, especially to 'failing' clubs, but outlines a number of reasons as to why we should remain cautious about assuming that, in the face of a range of competing models of governance, that a membership-owned approach is necessarily better or more desirable.
Análisis de motivos de bajas de clientes en centros de fitness en España

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Jorge López-Fernández, Grupo IGOID & Universidad de Castilla-La Mancha

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Introducción. La importancia que ha adquirido el sector del fitness durante las últimas décadas, como promotor de actividad física saludable y el ocio ha sido muy reseñable (Colado, 1998; García, Bernal, Lara & Galán, 2013). Al mismo tiempo, una correcta gestión de las bajas de los clientes, se ha convertido en algo esencial, para garantizar la sostenibilidad de los centros deportivos (Viñaspre, 2012), ya que se ha comprobado que esto repercute de una forma muy positiva en la facturación anual de los centros (O’Brien y Sattler, 2003). Este proceso, que a priori es entendido como algo necesario y esencial, no es un proceso habitual en la gran mayoría las organizaciones. Por ello el objetivo de la investigación es predecir los factores que pueden propiciar la baja de los clientes en centros deportivos de fitness y wellness en España.MétodosLa muestra del estudio fue de 369 sujetos, a los que se les suministro vía online un cuestionario validado (Alfa de Cronbach=0.805; KMO=0.916), donde se garantizaba el anonimato de todos los sujetos. Se recogieron los datos descriptivos: edad, género, nivel de estudio, carga familiar, franja de utilización del centro, mes que causó baja. La segunda parte del cuestionario estaba formada por 20 ítems donde se analizaban diferentes aspectos: tiempo, personal, programa de actividades/equipamiento, económico, experiencias en el centro y satisfacción, y un último ítem de respuesta abierta. Se analizaron los datos mediante la comparación de medias (prueba T y ANOVA), además de un análisis de regresión en relación a la satisfacción.ResultadosSe determina que las mujeres valoran de una forma más positiva el trato recibido por el personal y la información que reciben sobre sus resultados y progresos. Tan solo se encuentran diferencias significativas (p=0.01) respecto a la situación económico/laborar a la hora de influir en la continuidad en el centro. De igual modo, se establece una relación significativa (p<0.001), con signo positivo, en el trato recibido por parte del personal, la consecución de los resultados esperados y la experiencia de cada visita al centro, respecto al grado de satisfacción, recomendación del centro y la intención de retorno. Estas influyen de forma positiva para lograr reducir las bajas en centros deportivos, presentando los valores un buen modelo de predicción (r² =0.56-0.70).Discusión y conclusionesEsta investigación presenta un cuestionario caracterizado por su facilidad y sencillez de uso, para la posterior aplicación en centros fitness. Además teniendo en cuenta que estamos en un cambio de gestión hacia lo intangible (García y Sañudo, 2013; Joško, Schmitt y Zarantonello, 2009), los datos muestran tres puntos sobre los que incidir para la mejorar de la satisfacción y fidelidad del cliente. Estos datos son de vital importancia para conocer los principales motivos por los cuales los centros de fitness tienen un número tan grande de clientes insatisfechos, los cuales comunican sus sensaciones a un mayor número de conocidos que los clientes satisfechos (Zairi, 2000).


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Sport and Human Resources in a Global Market: The Importance of Adaptability and Systems Thinking

Bonnie Tiell, Tiffin University
Kelley Walton, Ohio University

Sport organizations, especially with a global market position, are no exception when considering the positive impact of systems thinking and adaptability in human resource functions to achieve organizational goals relative to growth and sustainability. Literature suggests that organizations that are responsive and adaptable to environmental changes are more inclined to sustain a competitive advantage (Beer & Walton, 1987; Chelladurai, 2006; Chelladurai & Madella, 2006; IBM Corporation, 2008a; Reeves & Diemler, 2011; Stadler, 2012). Similarly, literature also suggests adapting to environmental change is positively influenced by managers who practice systems thinking (Lee, 2007; Robinson, 2013; Seligman, 2005; Woodside, 2009). This paper explores the importance of systems thinking and adaptability specifically in the sports industry for addressing environmental changes such as globalization, changing demographics, changing technologies, and increased competition. Also included is an overview of the growing field of analytics in the sports industry with an emphasis on the opportunities for organizations who practice systems thinking and adaptability. Systems thinking is the ability to examine linkages and interactions between multiple components of the organization (Tate, 2009). Adaptability requires individuals to be creative in designing innovative solutions, be open-minded about outcomes, and to anticipate the impact of changes in internal and external environmental conditions. The National Football League’s (NFL) first attempt to stage an exhibition game in London’s Wembley Stadium in 1983 required a great deal of adaptability and systems thinking by the organizers challenged with cultural differences, a severe lack of public awareness and interest, and a facility designed for soccer (e.g., smaller rosters = smaller locker rooms). While only 32,000 spectators attended the inaugural contest overseas, the NFL has rapidly expanded its footprints internationally with routine sells-out in the 90,000 seat stadium and commitments to staging regular season NFL Games in Wembley through 2016 (nflondon.net, 2009). Several NFL teams and almost every major league baseball franchise in the United States currently employs at least one professional analyst in the front office (Davenport, 2014). Analytic specialists are expected to use data and information to improve business decisions in human resources and throughout the organization such as in the NFL global expansion example. However, managers who use analytics and systems thinking must still maintain a degree of adaptability to optimally benefit from decision making in regards to human resources. The sports industry is extremely diverse in terms of type, size, scope, growth stage, and geographical reach. The diverse nature of the industry doesn’t unilaterally allow for standard processes and procedures in human resource functions. Best practices are not always the best fit for an organization. Whether performing human resource duties for a small staff at a local health club or hiring and training thousands of temporary and volunteer employees for an Olympic or Super Bowl mega-sport event, systems thinking and a flexible managerial approach in recruiting, training, and supervising employees is the combination that can optimally facilitate the greatest degree of organizational efficiency and effectiveness.
Lessons in International Relations and Global Sports Governance: Modernization of the World Olympians Association

Bonnie Tiell, Tiffin University
Kelley Walton, Ohio University

The complexity of global sports requires transparency and accountable governance (Alm, 2013; Goo, as cited in Osborne, 2014; IOC, 2008, Pielke, 2013; Smith, 2001). Governance has been defined as "the systems and structures organizations uses to control its general operations, programs, and activities" (Corbett, 2011). In the global sports arena, the most widely recognized governing body is the International Olympic Committee (IOC). Affiliated with the IOC is the World Olympians Association (WOA), an independent, non-profit, global organization functioning as a democracy and operating exclusively for charitable and educational purposes. Representing over 100,000 Olympians around the world, the WOA is active in policy development, humanitarian efforts, environmental issues, and educational initiatives. Established in 1995, the WOA is mandated to hold a General Assembly at least once every four years in the year preceding to the Olympic Games (World Olympian Association, 2011, p. 12). The first General Assembly was held at the Olympic Museum in Lausanne, Switzerland, also home of the IOC. According to its bylaws, an associate or honorary member may attend a WOA General Assembly meeting, but "without the right of voice or vote" (World Olympian Association, 2011, p. 7). From the perspective of an authority on sport governance and a non-Olympian granted exclusive privilege to participate in the 5th General Assembly of the WOA, this paper examines the modernization efforts of the WOA and its role in the Olympic governance system. Plagued by accusations of conspiracy, collusion, political agendas, cultural bias, and extreme language barriers, the WOA’s General Assembly mimics the IOC in demonstrating problematic ethics and fairness in systems such as their voting procedures. In spite of legal, political, fiscal, and cultural challenges, the WOA has grown its membership and pursued a course towards modernization that will assist in the sustainability of an organization with strong ties to the IOC, International Federations (IFs), and National Olympic Committees (NOCs). There is evidence that changes in the constitution and governance structure has allowed the WOA to evolve significantly since the 5th General Assembly. For one, committees have been established or redefined to oversee education, remuneration, audit and risk, the Constitution, a Forum, and an Ambassadors program (Olympic.org, 2014). Members of the WOA education committee are working with the directors of the Tiffin University Olympic Academic Experience to organize a session focusing on humanitarian relationships with underprivileged youth in the host Olympic city of Rio de Janeiro, Brazil for 2016. The success of a similar program in conjunction with the 2012 London Games provides a platform for convincing the IOC to continue devoting resources to the WOA’s educational and humanitarian efforts associated with future Olympics. The WOAs modernization efforts have greatly enhanced international relations with strategic alliances, educational partners, and with major global sport governing bodies such as the IOC and International Federations. The revisions to the committee structure, strategic plan, and its constitution all serve to create greater accountability and transparency for the WOA to sustain its active role in global sports.
Global Sports Political Power Index - who is the most influential sports nation in the world?

Poul Broberg, National Olympic Committee of Denmark

In the Western World the debate is rising: are Western Countries losing their influence on the international world of sport to the financial growth centers in the BRIC countries (Brazil, Russia, India and China) and the oil rich nations of the Middle East? Is the allocation of the world's biggest sports events an indication of this? Some of the most prestigious mega-events like the FIFA World Cup have been allocated to Russia in 2018 and Qatar 2022. Looking at the 2014 Global Sports Nation index, one is tempted to conclude that the World is losing to the new economic powerhouses such as China and Russia, which are defined as the most influential sporting event nations in the world. What impact does this development have on democracy and transparency in international sports federations? Methods Study designThe first task in constructing a global sports political power index was to select the most powerful European and international federations/organizations relevant to defining the different nations' influence on sport policy work. The following criteria have led to the selection of 118 associations and organizations:• International and European federations that the NOC of Denmark's 61 federations are members of• International and European federations representing an Olympic sport by the IOC Session in September 2013• Members of ARISF (Association of IOC Recognized International Sports Federations)• IOC (International Olympic Committee), EOC (European Olympic Committee) and ANOC (Association of National Olympic Committees) in which elected international sports leaders also have the opportunity to exercise international influenceResults The International Sports Political Power IndexThe International Sport Political Power Index is based on the identification of the nationality of all members in the executive committees of 31 International Olympic Federations, 45 International non-Olympic federations, as well as the members of the IOC and ANOC. The identification has taken place from January 1, 2013 to November 1, 2013. The International Sport Political Power Index was made after the major shifts in the top political position of the IOC when electing Thomas Bach as the new IOC president. Below is a comparison of the 20 most powerful nations. Stated in the third column is their total points. The last column indicates their total number of positions.

Table 1 : Comparison of all nations' representation in international federations

<table>
<thead>
<tr>
<th>International points</th>
<th>International positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA 275 712</td>
<td>Great Britain 203 473</td>
</tr>
<tr>
<td>Italy 202 454</td>
<td>France 187 455</td>
</tr>
<tr>
<td>Russia 183 356</td>
<td>Spain 177 387</td>
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<tr>
<td>Switzerland 177 368</td>
<td>Australia 174 449</td>
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<tr>
<td>Germany 153 3710</td>
<td>China 145 3211</td>
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<tr>
<td>Canada 126 3012</td>
<td>Korea 116 2313</td>
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<tr>
<td>Japan 100 2516</td>
<td>Belgium 85 2017</td>
</tr>
<tr>
<td>Holland 82 1918</td>
<td>New Zealand 82 2319</td>
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<tr>
<td>Brazil 81 1920</td>
<td>Argentina 79 178by</td>
</tr>
</tbody>
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By identifying the nationalities of more than 1600 individuals that NOC of Denmark have enough data to do comparative studies between continents, regions and individual nations in order to make the tool of identifying the most political powerful nation in the world useable for academics and sports organizations in all over the world. ConclusionsSports leaders from traditionally democratic cultures have a strong sports political position in the international sports federations. Likewise, European leaders are still able to exercise a dominant influence despite nations from Asia and South America having become more powerful in a lot of policy spheres outside sport in recent years. In that respect
the Global Sport Political Power index is painting a picture of the Old World when talking about which nations have gained international importance after the cold war. Nevertheless, it is the nations with a democratic tradition that have power in international sport. The top four places are filled by countries with a general democratic culture. It is too early to conclude that democratic countries have lost significant influence and that Europe has retreated from the international sporting stage. Russia and China are the only countries in the top 10 that have either a young democratic tradition or no democratic tradition. Based on this analysis, it can be difficult to conclude that there is an overhanging problem with democracy in international sport, when power is primarily focused on candidates who come from countries with a democratic culture. Thus, it is worth discussing whether the negative examples of corruption and enlightened despotism in sport are merely examples concentrated to individual federations rather than being a general challenge. Finally, the methodology of the study should be applied to the same federations within 3-4 years, because a repetition of the study would allow detection of the shift of power in sports policy. Likewise, the Global Sport Political Power Index could be supplemented by more qualitative analysis of how the internal work is being done within the executive committees of a number of International Federation. Specifically, the aim should track how sports leaders from democratic cultures are acting within the federations.
Recent research has examined how sports events and sport-for-development (SFD) projects can create, sustain, and maximize positive social impacts for local communities (Levermore & Beacom, 2009; Schulenkorf & Edwards, 2012; Coalter, 2013). Against this background, access to safe sports spaces is an essential pre-condition for SFD programs to achieve their stated objectives (Brady, 2005). However, the concept of safe space and its applications to SFD are still poorly understood. To address this gap, our paper explores how safe spaces can be created and cultivated as a key ingredient of SFD management and community event leverage. We argue that safe space is best understood not as a physical space, but as a figurative, psychosocial space constructed through social relations. In other words, safe space is conceptualized as a multidimensional process that combines physical, psychological/affective, sociocultural, political, and experimental dimensions. Drawing on our empirical research from SFD projects around the world, we discuss how these different dimensions of safe space operate and interact in practice, and identify strategies that sport managers, policymakers, and practitioners can use to cultivate safe spaces in and through sports projects and events.

References:
Framing Paralympic Sport to Build Audience Interest: The Effects of Priming on Visual Attention, Attitudes, and Interest

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Disability sport programs, events, and organizations have grown rapidly since the first organized competition, the Stoke Mandeville Games in 1948. The 2012 London Paralympic Games hosted approximately 4000 athletes and was broadcast in over 100 countries. While many countries broadcast more than 100 hours of the Games, the US broadcast just 5 1/2 hours, with no live coverage. What little coverage of Paralympic sport available to viewers in the United States is couched in narratives focused on disability rather than on participants' athletic abilities. This may interfere with viewers' perceptions of disability sport participants as exceptional athletes. Priming effects such as this have been shown to affect viewers' evaluation of political figures, celebrities, and other media subjects. This study explored the effects of four types of priming (sport-based imagery and narratives, disability-based imagery and narratives, knowledge-based imagery and narratives, or no priming) on viewing patterns, perceptions of the sport, perceptions of people with disabilities, and interest in the sport and its participants. Subjects were randomly assigned to one of the four conditions. A pre-treatment survey measured familiarity with people with disabilities (PWD); knowledge of hockey, sledge hockey, and disability sport; and standard demographics. Participants then watched a 3-minute video of the priming condition, followed immediately by 8 minutes of Paralympic sledge hockey. All viewing was recorded using a Tobii eye-tracking system. Subjects also completed a post-video survey measuring: (1) motives to watch sledge hockey, (2) interest in watching, and (3) attitudes toward people with disabilities. Group comparisons were conducted via MANCOVA; familiarity with PWD was used as a covariate. Follow-up univariate tests will explore specific differences in motives, interest, and attitudes by priming condition. Results will be discussed with recommendations derived for effective priming and communication strategies to build audiences for Paralympic sport.
Alternativas de jurídicas para la constitución de empresas deportivas en Colombia

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INTRODUCCION. Cuando se utiliza el término de empresa deportiva, en todos los casos, se está buscando un camino en la normativa vigente para la necesidad o intención de ofrecer bienes o servicios. El deporte en las sociedades modernas se ha desarrollado y alcanzado diversas manifestaciones humanas, del orden social, económico, industrial y comercial. Las empresas dedicadas al sector cada vez tienen un mayor impacto en las economías en las que operan, hecho que ha contribuido al desarrollo de la gestión deportiva como una rama del conocimiento dentro de las ciencias de la administración. Una de las mayores preocupaciones de las personas que tienen la iniciativa de ofrecer bienes o servicios al mercado, suele ser la búsqueda de la mejor alternativa para constituir su empresa. En el campo de la asesoría en gestión deportiva, la experiencia me ha permitido desarrollar un cuestionario a los inminentes empresarios, mediante la formulación de algunas preguntas, entre las cuales se encuentran estas cinco, que contribuyen a diagnosticar sus necesidades:

1. Su iniciativa persigue ánimo de lucro o un interés público o social?
2. Su proyecto de empresa se desarrollará de manera individual o requiere de la asociación con otras personas?
3. Prefiere la constitución de una nueva persona jurídica, o piensa ofertar al mercado como persona natural?
4. En caso de constituir una nueva persona jurídica, considera prudente que su patrimonio respalde las futuras deudas de su empresa o por el contrario prefiere una separación total de sus bienes y los de la organización?
5. Si se encuentra ante la necesidad de asociarse, cual de los socios va a asumir la administración de la empresa? De cada una de sus respuestas se va configurando una respuesta extraída del amplio abanico que la legislación colombiana provee para desarrollar el derecho fundamental de asociación contenido en la Constitución Política de Colombia (Artículo 38), de manera tal, que para cada necesidad, existe una forma de asociación establecida, reconocida, y protegida por la ley. He agrupado en cuatro parcelas los tipos de entidades societarias que la legislación colombiana contempla: En el primer apartado encontraremos las Entidades sin ánimo de lucro (ESAL), las cuales descartan en un principio la intención de generar riqueza para ser distribuida entre sus inversionistas. En el segundo grupo describiremos las organizaciones deportivas descritas en el último inciso del artículo 52 de la constitución, autorizadas por la ley 181 de 1995 y reglamentadas en el decreto 1228 del mismo año y el 776 de 1996. En el tercer apartado encontraremos los Centros de Acondicionamiento y Preparación Física (CAPF) establecidos en la ley 729 de 2001, los cuales ofrecen servicios de salud a través del deporte, la actividad física, la recreación y la terapia. Finalmente, revisaremos brevemente las sociedades comerciales y mercantiles reguladas en el Código de Comercio y la ley 1258 de 2008. Dentro de ese espectro de personas jurídicas, se encuentra la alternativa adecuada para el oficio de ofrecer bienes o servicios del sector del deporte. Finalmente, esbozo una propuesta que reúne las necesidades y las características del sector, para que a través de la constitución de una pluralidad de conformación de entidades, se abarquen todos los campos del sector, para recoger y disfrutar de todos los beneficios y posibilidades, respetando las leyes, los principios y valores del área.
Gender inequalities in the Steering Committees of the Spanish Sports Federations

Pablo Vega, Universidad Europea

The Steering Committee is the main direct designation management body of the Spanish Sport Federations: It is the President of the Federation who directly selects its members. There are other bodies that also have certain roles in the management of the Spanish Sports Federations, such as the General Assembly or the Delegate Commission, but their members are elected by a free and secret voting system (the latter amongst the members of the General Assembly), and therefore any analysis of inequalities in these bodies would be easily confronted at its roots since we are considering there a full democratic process. Based on data provided by the CSD (Sports Council of Spain), 21,0% of all sport licenses in Spain in the year 2013 were female licenses. This accounts for 709,445 total female licenses. Conversely, only 11,9% of all members of Steering Committees of the Federations were women, totalizing 103 feminine members. These inequalities, however, have been reduced in the recent years. In the year 2008, 20,1% of all Sport Licenses in Spain were female licenses (a total of 678,363 female licenses), and only 9,9% of all members of Steering Committees of the Federations were women (a total of 85 feminine members).

The gender inequalities have been reduced from an average difference of 10,2% (STD = 0,172) between the percentages of female licenses and Steering Committees members in all the Spanish Sport Federations in the year 2008 (n = 60) to an average difference of 9,1% (STD = 0,163) in the year 2013 (n = 61). An individual analysis shows that in the year 2013, 73,3% of Spanish Sport Federations presented lower percentage of women in their Steering Committees than in their total population of licenses. The most extreme cases were the Volleyball Federation (71,5% of female licenses vs 5,6% women in the Steering Committee) and the Equestrian Federation (67,2% vs 10,0%). On the contrary, 26,7% of Spanish Sport Federations presented higher percentage of women in their Steering Committees than in their total population of licenses, being the most extreme cases the Boxing Federation (6,5% of female licenses vs 25,0% women in the Steering Committee) and the Billiard Federation (1,2% vs 16,7%).

A particular situation is shown when a woman occupies the Presidency of a Sport Federation. In this case of conditional probability, two thirds of the considered Federations (n=3) presented gender inequalities in favor of the feminine gender, showing more women in the Steering Committee than the percentage of female licenses in the Sport. As a conclusion, gender inequalities in the Steering Committees of Spanish Sport Federations are being reduced in the recent years but still persist. The main discriminated gender is the feminine gender, although in the case of Federations where the President is a woman, the opposite occurs.
Image Impact of Mega-sporting Events Perceived by International Students and Behaviour Intentions

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In recent years, there is a growing literature studying the image impact of events on a host city. However, most of these studies have looked at the image impact from a tourism perspective by focusing on potential or actual tourists. But tourists are not the only target group of city marketing, and other target groups including investors, talents and residents (including potential residents) are all important customers of a city. In a era when competition is becoming increasingly vehement, market segmentation has become a key strategy to help to reach and satisfy specific consumer groups (McDonald and Dunbar, 2004). As a result, it is important for city marketers to understand the image impact of major sports events on different target groups as the image impact and the factors contributing to the image impact effects may be different among different event audiences. In recent years, the competition for international students intensifies among big cities across the world as it is widely believed that international students contribute to the host city by adding significantly to the local economy through direct expenditures and enriching the experiences of domestic students (Chau, 2002/2003). But the image impact of major sport events from the perspective of international students in the host city has not been examined so far, and this paper attempts to bridge this gap in the academic literature and thus advance understanding of the city image impact through the sport event in a more comprehensive way. Accordingly, using the Shanghai F1 Grand Prix as a case, this research seeks to explore the extent, nature and implications of sport mega-event impacts on host city image perceived by international students in the host city. A survey study using questionnaire was conducted and an explorative factor analysis was used. The results revealed 5 image impact factors. Leisure Facilities and Service was the most positive image impact perceived by international students, followed by Affective City images as well as Opportunities and Convenience for International Students. Students also tended to disagree that F1 would result in any crime and security problems, and were unsure about any negative impact on environment and daily life. The Affective City Images factor and Leisure and Convenience factor positively affected willingness to recommend Shanghai to friends and families as a study destination, while Crime and Security Concerns negatively affected that willingness.
Slack and Parent (2006) describe a "cash cow" as a product that makes a slow and steady growth. Since the establishment of the first sport administration program, the growth of sport management education programs has resembled this major with over 300 institutions offering the major according to the North America Society of Sport Management (NASSM) website. The growth of sport management as an academic study may be expected by the recent popularity of the sport industry as a whole. This growth has established an imperative that education satisfy the needs of the field, yielding students with the tools and knowledge necessary to enter careers in the field and to excel with minimal aid. Establishing realistic perceptions for sport management graduate and undergraduate students entering the global job market can be a challenge for practitioners and educators alike. Mathner and Martin (2012), sampling results from 81 different sport management programs examined career choice and the relationship this had on sport management graduate and undergraduate's perceptions. The measured perceptions of students were compared to the perceptions of practitioners in sport management. Statistically significant results were reported in salary perceptions, number of months necessary to reach upper-level management positions, time to find an entry-level job, and expected competencies in the field. This study also found that promotion opportunity and salary were influential in career choice. As institutions in higher-education embrace this field, it is important to analyze the job climate and its volatility. Students must be given realistic depictions of the job climate and establish perceptions that help them to enter the field successfully. Similarly, building on this knowledge will allow instructors to tailor the curriculum to enable the students to develop invaluable knowledge and skill. A large piece of the gap between education and career is bridged when internships are instituted into the required curriculum. Internships help students to increase professional confidence, expand professional network, collect personal references, and improve communication skills, all of which lead to better work habits and allow students to demonstrate initiative in a "real-world" environment (Stratta, 2004). Cunningham, Sagas, Dixon, Kent, and Turner (2005) examined how internships influence career satisfaction, occupational commitment, and intention to enter the field leading up to and following internships. This study shined a light on the idea that although internships provided a positive influence on intentions of sports management students entering the field, they also brought a negative perception to previously positive held beliefs about the field. Students who were surveyed pre and post-internship showed a decrease in mean scores on career-related intentions. Although various factors were discussed as to what produced this outcome, overall, "love of sport" kept interns interested in the field. The findings
of this study will attempt to further explore how internships, specifically in sports management, influence students' career perceptions. This study examines career placement, career advancement, salary perceptions, and the effect of internships on the perceptions of graduate and undergraduate sport management students at a medium-sized Midwestern U.S. university. Information gained from the student's perceptions was compared against current data found within the National Association of Colleges and Employers (NACE) to determine the accuracy of student perceptions to the current job climate and establish a perception gap. This study utilized similar survey instruments to Mathner and Martin and adopted the job satisfaction surveying strategy of Cunningham, Sagas, Dixon, Kent, & Turner in order to account for the affective expectations of the sample population. By establishing the reasons for this gap, curricula will be evaluated at the graduate and undergraduate level in order to determine possible deficiencies within current sport management program planning. Recommendations will be made to assist in bridging the gap between education and career placement for sport management students.

BIBLIOGRAPHY
Sport for Diplomacy and Community Building

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The ability of sports to attract a crowd was on display in Brazil during the 2014 World Cup. Thousands watched the games on the beaches of Rio while thousands more were in the football stadiums of Brazil. Millions more were in front of their TV’s following the world’s best footballers in action. There is no doubt sport can entertain spectators and generate revenue for organizations like Nike, Puma, Adidas, the Premier League, ESPN, the European Broadcasting Union, FIFA and the local World Cup organizing committee in Brazil. Sport can also be used by non-governmental organizations like Magic Bus, Peace Player’s International, SEED and Grassroot Soccer to provide social benefits to people around the world. Magic Bus uses games to build skills necessary for lifetime success in India. (Magic Bus, 2014) SEED (Sport for Education and Economic Development) uses sport to teach critical skills necessary for global citizenship to young people in the West African nation of Senegal. (SEED, 2014) Peace Players has used sport to bring communities together and create friendships in high conflict areas like Northern Ireland, the Middle East, Cyprus and South Africa. (Peace Players International, 2014) Grassroots Soccer uses the beautiful game to introduce educational programs about HIV/AIDS prevention and other health issues in countries like Zambia, Zimbabwe and South Africa. (Grassroots Soccer, 2014) Nations also recognize the power of sport and have invested time, resources and the machinery of government to use sport to bring together diverse groups in large cities, to generate a sense of national identity, to combat juvenile delinquency, for the economic regeneration of depressed areas, for sports tourism purposes or to improve the health of its citizens. Sport is also being used by the United Nations and individual countries for diplomatic purposes. Sport can be a public diplomacy tool used to bring people together to increase dialogue and create better understanding between peoples from different regions of the world. Sport diplomacy has been described as the use of a nation’s soft power to accomplish objectives that could lie beyond the reach of the traditional foreign service (Nye, 2004). UN Secretary General Ban Ki-Moon has discussed how sports can teach values that can foster productive and peaceful relations between those from different cultures and nations; sports can be used to teach teamwork, fair play, respect for others and respect for the rules of the game. (United Nations, 2012) The UN has sponsored programs using sports to promote pathways to better health, to empower women, to teach employment skills and also to keep young people away from the temptation of illegal drugs. (United Nations, 2014) The presenters will first describe their professional involvement in sport diplomacy over the last four years. They will examine the foundations of the use of sport for socioeconomic, diplomatic, and educational purposes. Baker, Esherick and Baker will provide examples of the successful use of sport toward these ends. They will identify strategies through which sport can be a valuable tool in a nation's public diplomatic efforts. In conclusion
Introduction. Atlanta, Georgia was awarded the 1996 Centennial Summer Olympic Games in 1990 by the International Olympic Committee (I.O.C.). During these Centennial Games, the Atlanta Olympic price tag was a relatively modest USD$1.721B (The Official Report of the Centennial Olympic Games, Volume I, 1997). It also marked the last privately funded Olympic Games which resulted in a rapid escalation of the cost of subsequent Olympic Games as government were perceived to have an unlimited source of funds to invest in legacy infrastructure projects. One of the most expensive Olympic legacy structures in any Games was the Olympic stadium which had a Games use of approximately 10 days (Munsey and Suppes, 2014). The challenge to all host Olympic Games' Committees is what to do with a stadium that seated 85,000-110,000 Olympic ticket holders after the Games leave town.

Literature ReviewThe Atlanta Olympic Organizing Committee's vision of the post-Olympic use of the stadium was one of the best in modern Olympic history because of its post games use as the home for the American professional baseball team, the Atlanta Braves (The Official Report of the Centennial Olympic Games, Volume I, 1997). Because the Olympic stadium, which cost USD$235M, (Munsey and Suppes, 2014), was always intended to be the home of the Atlanta Braves baseball team after the Games conclusion, the architects began their planning based on the premise of designing a stadium not to primarily accommodate athletics, but American professional baseball (ballparksforbaseball.com, July 3, 2014). Thus the stadium's design, which the I.O.C. claimed "lacked grandeur", demonstrated long term, post-Olympic functionality. Yet, today, the Atlanta Olympic stadium will become another victim to the growing demand by professional team owners for taxpayer support of sports venues and escalating player salaries.

MethodologyThis case study will utilize interviews and review of the public information sources to provide a historical perspective on an Olympic stadium's rise from the visionary plans of an Organizing Committee Chairman, Mr. Billy Payne, to its eventual destruction in 2017. This "oral presentation" will explore the Atlanta Olympic Games stadium from design, to construction, to Games usage to post-Games use to eventual destruction in 2017, just 20 years after the Atlanta Games ended.

DiscussionThe design of the Atlanta Olympic Stadium was always planned as a baseball field that would accommodate athletics versus the alternative (The Official Report of the Centennial Olympic Games, 1997). Its design included innovated features that would allow the removal of temporary track and field structures to allow the professional baseball team to easily adapt the stadium to its future baseball use (Heery International, 2014 and Williams-Russell and Johnson, Inc., 2014). Further angering the I.O.C. was that the costs of this renovation was part of the 1996 Atlanta Committee's operational budget that left a much smaller "Olympic Games surplus" to share among the I.O.C. and U.S.O.C. Yet this financial model resulted in a professional baseball stadium being left to the citizens of Atlanta, GA with zero public debt service and no public direct tax expense unlike the subsequent summer Olympic stadium financial "black holes" of Sydney, Athens and Beijing (http://www.baseballpilgrimages.com/national/atlanta.html 2014).

ConclusionYet even this highly successful financial model fell victim to the rising costs of
maintaining competitive talent in the fields of American professional sport. Team officials stated they needed a USD$150M in stadium renovations "to remain a viable option..." (http://www.ballparksofbaseball.com, July 3, 2014). While management approached the government officials of the City of Atlanta for assistance, the city officials would not agree to financial incentives or concessions. Thus the owners of the Atlanta Braves proposed moving the team from its current downtown Atlanta site to a regional, suburban county. The Cobb County government agreed to a site for the new home of the Atlanta Braves stadium at a proposed cost of USD$672M of which USD300M will come from the taxpayers of Cobb County (Tucker, 2014). To generate this USD$300M, property taxes will be shifted from the "public good" such as teachers, new schools or park development. New lodging and rental car taxes will be levied and new levies on a special entertainment district around the stadium will be created (Petchesky, 2014). And as a further show of resolve the Mayor of Atlanta has stated he will be forced to demolish the Atlanta Olympic Stadium and use this site for a betterment of the local residents. Thus a functioning Olympic stadium with far longer life expectancy will be destroyed after just 20 years of successful use. References-supplied at presentation
Introducción. Hasta ahora los investigadores han estudiado muchos modelos con el fin de determinar todas las variables que influyen en la lealtad del cliente. Precisamente Brady, Knight, Cronin, Hult y Keillor (2005) admiten que la calidad del servicio, el valor y la satisfacción son impulsores clave de la lealtad del cliente. En el sector del deporte Theodorakis, Howat, Ko y Avourdiadou (2014) apoyaron que el modelo de satisfacción fue superior al modelo de valor y a un modelo integral. El presente estudio tiene por objeto aclarar la influencia de los antecedentes como la calidad del servicio, valor y satisfacción en la lealtad de clientes en centros de fitness españoles utilizando el modelo de satisfacción presentado por Bolton y Lemon (1999).

Metodología
La muestra se compuso de 468 (36,4% hombres y 63,6% mujeres) participantes de dos centros de fitness españoles. Sus edades oscilaban entre los 16 y 89 años con una media de 58,08 años (SD = 18,88) y la mayoría habían completado la educación secundaria (56%). El 44,3% estaban casados, donde el 49,1% tenían una frecuencia semanal de tres veces por semana y el 76,9% realizaban una permanencia de una hora en la instalación.


Resultados y discusión
Los estadísticos descriptivos se pueden observar en la Tabla 1. La calidad general de servicio se explicó por la satisfacción e intenciones de comportamiento.1 2 3 α M SD Ítems1 Calidad general .97 Valor .61* .96 7.62 1.59 42 Satisfacción .757* .659* .96 8.07 1.32 44 Intenciones de comportamiento .703* .608* .832* .95 8.28 1.20 4* p<.001 El modelo presentado en la Figura 1 se analizó usando el software EQS 6.1 (Bentler, 1995). Debido a la normalidad multivariante de los datos, se utilizó el método de estimación de máxima verosimilitud. Los índices de ajuste fueron: Sbχ²=182,55; df=94; p<0,001; NNFI=.95; CFI=.96; SRMR=.03; RMSEA=.05. Un 74,3% de la varianza de las intenciones de comportamiento se explica por la calidad de servicio y la satisfacción. Todas las relaciones alcanzaron significación estadística. Valor .59 Calidad .31 Intenciones de comportamiento .60 .86 Satisfacción Figura 1. Relaciones entre la calidad del servicio, el valor, la satisfacción del cliente y las intenciones de comportamiento. Los resultados del presente estudio apoyan el papel mediador de la satisfacción entre las relaciones de la calidad general del servicio, el valor y las intenciones de comportamiento de nuestro modelo hipotético. Los resultados también se suman a nuestra
comprensión teórica sobre las relaciones entre cuatro importantes construcciones de marketing deportivo. La futura investigación debe considerar las dimensiones de la calidad del servicio, utilizando una muestra más amplia de diferentes tipos emergentes de centros de fitness, como centros al aire libre o centros de fitness Low Cost.

Referencias
Internationalized Sport Management Education: Bridging the Gaps

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Sport is a valuable and visible component of the global economy (Fort 2003; Plunkett Research Ltd, 2010). It is also a social institution with structural power that can influence society on a large scale (Coakley, 2007; Wolf, 1990). Given its universality, the utility of sport as a means to facilitate inter-cultural understanding, economic development, and diplomatic engagement is evident (Baker & Esherick, 2009; Zeigler, 2006). Globalization is often defined in terms of economic, political, and social interests. Advances in technology, particularly in communication and transportation, have stimulated globalization in the sport sector and subsequently in sport management education (Hargreaves, 2002). A significant function of internationalizing sport is its intercultural dissemination since sport is produced and consumed throughout the world (Keys, 2006; Pfahl, 2012). Danylchuk (2012) noted that globalization is the catalyst while internationalization is the response. The sport industry reflects the tendencies in the world economy to advance concerns in emerging markets (Danylchuk, 2012; Wilson, 2009). While on a macro level sport interfaces with politics, economics (finance and commerce), governance, technology, education, and religion, on a local level sport is an arena for individual engagement and exchange (Baker & Esherick, 2009; Pfahl, 2012). Reflected in that context, glocalization is grounded in the interconnectedness of global and local cultural influences (Horne, 2006). While many sport enterprises operate globally, most occur in an internationalized local environment (Pitts, 2012). Panelists in this session will provide examples of existing gaps within and between the sport industry and the academy, practitioners and scholars, global and local interests, and international students and faculty. Possible solutions are examined. For example, development of a functional network that brings all stakeholders together is an initial strategy. Forming global networks both within and between the sport industry and the academy can be accomplished through individual contacts, institutional collaboration, and most contemporarily, the WASM (e.g., this conference). Interaction will facilitate information exchanges, resolution of global sport issues, and development of qualified personnel in internationalized sport (Zhang, 2012). The role of the WASM (and the regional associations) in internationalization and bridge-building is to facilitate proactive strategies. For example, the development of global partnerships through the WASM, whether with governmental agencies, multinational corporations, or international sport governing bodies and NGOs, is a step toward bridging the gap and enhancing internationalized sport management education. Commonalities and joint interests abound. Promoting research on global sport issues is a critical function of the WASM (Jonson, 2014; Pitts, 2012). Inter-institutional approaches to enhance internationalization such as student and/or faculty exchanges, study tours, MOUs and partnerships, and international internships will be discussed. Academy-industry exchanges reflecting collaborative partnerships or one-time practices might include international sport experiences, such as practitioners serving as
adjunct faculty, faculty working within the industry, or students obtaining internships. Examining the challenges and benefits affiliated with international students reveals best practices in teaching and learning. Reflecting the globalization of sport itself, global content should be taught throughout the sport management curriculum. The sport management academy, through the WASM and the regional associations, has our future in our hands. The internationalization and universality of sport fosters increasing enrollments of students desiring inter-cultural learning opportunities and experiences.
What Constitutes Academic Fraud in American Intercollegiate Athletics? The Legal and Governance Complications via Shifting Standards

B. David Ridpath, Ohio University

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The popularity of American intercollegiate athletics is rivaled by few sports organizations worldwide for loyalty, excitement and competition. The enterprise is effective in conducting commercially successful competitions as stadiums in the US are often full of fans, corporate sponsors, and assorted media for the purpose of watching college students participating in competitive sports (Ridpath, 2010; 2012). The arrangement of playing sports in exchange for a financial scholarship to cover university costs seems like a mutually beneficial arrangement. However, the facts are different from the perception that American intercollegiate sport is about education first and athletics second (Ridpath, 2010; 2012; Kane, 2014). The struggle to balance higher education and competitive intercollegiate athletics has been one of significant concern and empirical inquiry for many years (Adler & Adler, 1985; Briggs, 1997; Hanford, 1979; Ridpath, 2002). Several attempts have been made by various organizations external to the primary governing body, the National Collegiate Athletic Association (NCAA), to correct over 100 years of academic integrity issues and to insure that education comes first (Ridpath & Abney, 2012). This includes the NCAs investigation and enforcement of academic standards when member institutions violate them (Potuto, 2006). Oftentimes there have been controversial decisions by the NCAA with regard to how penalties for academic fraud are adjudicated, and the consistency of those punitive measures among offending institutions. The purpose of this study is to perform a comparative content analysis of all documented NCAA academic fraud cases since 1953 to assess the merit and consistency of punishments given to schools and to determine if these punishments are an effective deterrent in preventing further violations. There has been extensive interest in consistency of academic fraud cases in US intercollegiate sport due to non-action by the NCAA concerning academic fraud allegations at the University of North Carolina (Kane, 2014). The pressure to win games and generate revenue, ostensibly to benefit the greater university is often used as reason enough to pursue victories, even at the expense of institutional integrity. The lack of action by the NCAs enforcement division in the North Carolina case, in the face of clearly established violation of standards (Potuto, 2006), has prompted many interested observers to question if the NCAA has arbitrary and inconsistent standards among institutions when adjudicating academic fraud issues. This study is grounded in Fletcher’s theory of Situational Ethics (1967). This theory states that decisions can be influenced by what might bring the most benefit to the situation such as the phenomenon of some schools being punished based on their monetary and media value to NCAA. This study is a quantitative comparative analysis of existing academic fraud cases in the NCAA major infractions database to determine if adjudicated violations and punishments are consistent and effective amongst offenders. Data will primarily be gleaned from historical and secondary sources and analyzed using various statistical methods to include descriptive statistics, frequency distributions, and measures of variability. The intent is to state a null a priori hypothesis that states, NCAA punishment for academic fraud cases are inconsistent and arbitrary between and among institutions based on existing rules and
regulations, that can be accepted or rejected based on the data analysis using additional inferential statistical measurements such as t-tests and ANOVAs. The researchers are conducting an exhaustive historical investigation of existing academic fraud cases and related literature review in preparation for the data analysis. The researchers believe that the null hypothesis will be verified to show statistical significance that NCAA academic fraud cases are not even-handed and consistent as the organization claims. Other potential findings include measuring if some schools escaped punishment that other schools received along with those punishments potentially not being an effective deterrent in preventing violations. If the null is verified, possible implications of this study include that the system of NCAA jurisprudence is not as consistent to all institutions as claimed and could be an impetus to future changes.
Leveraging cultural diversity to drive team performance

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Purpose of the workshop: This interactive workshop will demonstrate the impact cultural diversity can have on the level of performance, in sport teams as well as in management, and build upon these realizations to identify key strategies to leverage diversity in a way that it drives performance. Who will benefit: The workshop is designed for sports managers as well as sports coaches with a culturally diverse team that are looking for new ways to maximize performance and gain vital leadership skills. The sport industry is steadily diversifying. The statistics during the Brazil Football World Cup show that global mobility amongst players has never been higher (65 % of all athletes played abroad during their regular season, Pew Research Center 2014), while sports organizations are increasingly asked to change the face of their leadership team to reflect the globalized business and represent the diversity in the organization (e.g. via Racial and Gender Report Card for Sporting associations in the U.S.). Hence, to succeed in the global playing field (literally and figuratively) sport organizations must leverage the full potential of all diverse team members to establish themselves as global leaders. A team’s composition has been shown to have a strong effect on team performance (Bell, 2007). Diversity constitutes a potential for enhanced performance, but the positive effects should not be expected to emerge automatically on the mere premise of a high diverse team (Kearney & Voelpel, 2012). Research has exposed that mismanaged diverse teams perform poorly and ineffectively, and lead to more challenges than benefits (Adler, 2002). Cultural diversity has been found to lead to decreased performance through heightened conflicts and lower levels of social integration in multicultural work teams (Stahl, Maznevski, Voigt & Jonsen, 2010). Looking at sports teams, data shows that more homogeneous sports teams outperformed those with a more diverse team rooster in the past fifty years in major U.S. sports leagues in high-dependent sports, e.g. basketball (Timmerman, 2000). Diversity is known for its dimensions that can be used to differentiate groups and people from one another. But beyond visible distinctions (race, age, gender), diversity management needs to also address underlying differences such as thinking styles, religion, educational levels, and cultural background. At the same time, team managers need to take the nature of the task into consideration when trying to leverage diversity (Kearney & Voelpel, 2012). This workshop will present a short summary of the effects cultural diversity has on a team. Through the use of selected experiential exercises, the influence of cultural differences on a team and its group dynamic will be visualized. Furthermore, participants will explore the neuroscientific evidence of the effect of unconscious bias to leaders as well as teams. Therefore, participants will have the opportunity to explore the impact of diversity at first-hand. Through peer-to-peer coaching, small groups of participants will conclude by discussing and exchanging ideas on how to leverage cultural diversity through global leadership skills based on the presented material and exercises. Participants will walk away with an increased understanding on how to approach cultural differences within their team, how to lead and communicate more effectively with a culturally diverse team, and how their own biases can affect the team’s performance. Sources: Adler, Nancy (2002). International Dimensions of Organizational


La imagen de deportistas profesionales asociada a la marca país: impacto económico estimado de acciones vinculadas

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1. INTRODUCCIÓN. Diversos estudios han centrado su atención en analizar cómo la configuración de una identidad de ciudad, conlleva su desarrollo en la búsqueda de nuevos caminos de crecimiento, siendo la gestión de marca-ciudad una de las grandes estrategias seguidas. La promoción de un lugar ayuda a dar a conocer su imagen, vinculándola con aspectos positivos: creencias, percepciones o valores, movilizando los stakeholders locales en busca de cambios y oportunidades. La configuración de una identidad local propia supone un activo o aliciente para el desarrollo local (Pasquinelli, 2013). El COI reconoce la importancia de la marca Olímpica y los beneficios de las asociaciones comerciales en sus grandes eventos deportivos. Es consciente de la importancia de asociar la imagen de la marca olímpica con los principios olímpicos: armonía, celebración, intercambio cultural, juego limpio, imparcialidad y justicia, tradiciones, honor y excelencia (COI, 1999, 2001, 2002) (en Chinyere, 2013). En línea con estos valores o principios que promueve el deporte, y que son seguidos de forma ejemplar por los deportistas profesionales, planteamos este estudio para establecer cómo la promoción de los grandes deportistas profesionales mejora la imagen de marca-país, dando lugar a un efecto positivo en la economía del mismo.

2. METODOLOGÍA. Realizamos una completa revisión de la literatura sobre el impacto de la imagen de los deportistas profesionales asociada a la marca país, medido en términos económicos por afluencia turística y personas con interés en invertir, residir, etc. Aunque la valoración de una imagen también se basa en percepciones, difíciles de medir, que dependen del propio individuo, sus necesidades, experiencia o valores (Saeed, et al., 2014).

3. RESULTADOS Y DISCUSIÓN. El deporte se convierte en vehículo de identidad personal, símbolo de la forma de ser. Algunos estudios demuestran que los fans llegan a gastar grandes cantidades de recursos para demostrar su afiliación a su equipo favorito (Gibson, Willming y Holdnak, 2002). Su selección resulta vital, ya que serán ellos los que respalden la visita a un lugar (Pike y Ryan, 2004). Se observa como la elección de un personaje vinculado con el deporte para promocionar un lugar o país se justifica plenamente debido a factores como: - Asociación del deporte con valores positivos: esfuerzo, trabajo, fortaleza y espíritu de sacrificio (Clark, 2008). - Seguimiento masivo y fervor del público (McCutcheon, Lange y Houran, 2002). - Popularidad y presencia mediática (Todd y Kent, 2009), que a veces sirve como motivo para que los consumidores compren un determinado producto (Kowalczyk y Royne, 2013). - Personas atractivas, que transmitan fiabilidad y profesionalidad (Lei y Sung, 2009; Ho y Lee, 2010; Saeed et al., 2014), que garanticen y den credibilidad al valor de lo anunciado.- Su empatía, cercanía, sinceridad y proximidad con las personas, los hacen ser más creíbles y aumentar su capacidad de influencia (Pornpitakpan, 2003). - Pertenencia o vinculación, a la ciudad o región, para que el mensaje se asocie a la persona que lo emite y genere mayor...
credibilidad (Jones, 2010; Kowalczyk y Royne, 2014; Bedeian, 2007).- Estatus desarrollado en su ámbito o disciplina deportiva, creado gracias a premios o reconocimientos (McCutcheon, Lange y Houran, 2002).- Muchas celebridades se convierten en marca por ellas mismas, por su atractivo, estilo de vida y habilidades (Kowalczyk y Royne, 2014).- Una promoción realizada por una celebridad resulta mucho más impactante (Boeing y Schurhaus, 2014).

4. CONCLUSIONES. Se confirma el impacto económico del deporte como fenómeno social, por su representatividad en el PIB, incidencia social y presencia en medios de comunicación. Además, de su identificación con valores positivos y el protagonismo de los deportistas más punteros. Asociar la imagen de ciudad a estos ídolos supondría un gran impacto, haciendo que se configure una marca país fuerte, respaldada y de gran vigor. Con un entramado de deportistas de élite, fama, prestigio, peso y relevancia en el panorama internacional, tendremos una ventaja competitiva frente a otros países o destinos turísticos. El fenómeno fan, como una fuerza superior de promoción, gracias a los deportistas y a su éxito, incitan a conocer un país, su cultura, costumbres, tradiciones, productos y gastronomía, de forma creativa e innovadora por su asociación a conceptos positivos, por su empatía con los fans, por su vinculación con el lugar,... convirtiéndose en los mejores embajadores turísticos.
Derecho a la práctica deportiva en Mozambique: una mirada hacia la realidad

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La evolución del deporte en Mozambique puede apreciarse como una historia de éxito pero, a la vez, una historia con algunos fracasos. Éxito en la obtención y mejora del rendimiento deportivo en algunas modalidades y en la conquista de resultados deportivos internacionales relevantes; éxito en el intento de emancipar el deporte en los locales más recónditos del país para contribuir al aumento del número de practicantes federados y no federados; éxito en la elaboración de instrumentos legales que regulan la actividad deportiva nacional (Ley del Deporte, Ley del Mecenazgo), en la descentralización de la administración del sistema deportivo nacional con la creación de Direcciones Provinciales, Distritales y Municipales del Deporte y en la creación del Instituto Nacional del Deporte (INADE); éxito también en los pequeños indicadores explícitos que revelan que se está en una fase de transición para la generalización de la práctica deportiva de ocio en la población. Es también una historia reciente con algunos aspectos menos positivos como la ausencia de una reflexión estructurada, sensata y, esencialmente, desapasionada y una evolución demasiado apurada y circunstancial sin bases debidamente sedimentadas, carente de una visión sencilla de modelos eficaces de gestión, de iniciativas poco concretizadas y, muchas veces, de ideas poco apropiadas. Desafíos como la optimización de los recursos materiales y de las instalaciones deportivas existentes, del financiamiento privado, de la reestructuración orgánica del sistema deportivo y de la integración con otros sistemas merece un análisis y reflexión profundos para provocar un cambio que actualice y adapte el modelo deportivo a nuestra realidad social y a las características de nuestra sociedad de forma integrada. Este trabajo ha tenido como propósito central analizar la práctica deportiva en Mozambique como un derecho establecido en la Constitución de la República para todos los ciudadanos. Para tal, hemos recurrido al análisis documental a través del cual hemos analizado los principales documentos que regulan la práctica deportiva en Mozambique: la Constitución de la República, primer documento que determina el deporte como un derecho consignado a todos los ciudadanos, la Ley del Deporte y la Estrategia Nacional para el Desarrollo del Deporte. Como principales conclusiones, hemos verificado que el derecho a la práctica deportiva en Mozambique aún está muy lejos de abarcar a todos los ciudadanos y, como causas de estas barreras, hemos identificado factores de orden socioeconómico y estructural tales como distribución desigual de los recursos financieros y mano de obra en zonas suburbanas y en las provincias; acceso limitado a las instalaciones deportivas en zonas suburbanas; número reducido de instalaciones y equipamientos de libre acceso; pérdida de espacios deportivos al aire libre para construcción de nuevos edificios; y políticas deportivas poco eficaces para el desarrollo deportivo nacional. Palabras-claves: Deporte; Derecho al Deporte; Práctica Deportiva; Equipamientos Ciudadanos.

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Golf tourism: responding to the new consumer

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Golf tourism has been valued at around US$30 billion, with over 50 million golf tourists travelling the world to play on some of the estimated 40,000 courses (Hudson & Hudson, 2014). Despite stagnation in some parts of the world, the industry has huge growth potential with 1,000 new golf courses being built every year. Participation in Asia in particular is growing at an astronomical rate. Well-established golf tourism regions like Florida, California, Scotland, Ireland and Spain, are being challenged by emerging golf destinations such as Mexico, Egypt, Thailand, Malaysia and even China, where the number of golfers is growing by 30 percent a year. All of these golf destinations are competing for the affluent, high-value-adding tourists who generate significantly above-average per capita revenues for the destinations they frequent. Given this growth, and the fact that golf represents the largest sports-related travel market, there is surprisingly little research that deals specifically with the golf tourism phenomenon, and the golf tourist in particular (see Petrick, 2002; Petrick & Backman, 2002; Correia & Pintassilgo, 2006; McGinnis & Gentry, 2006; Wilson & Thilmany, 2006; Hennessey et al., 2008). This paper therefore focuses on the key demographic and psychographic consumer trends that are influencing the future of golf tourism. In terms of demographics, golf tourism is growing quickly in Asia and the Middle East, which currently has the world’s most profitable courses. There is great growth potential outside the Western hemisphere with only one percent of the world’s population playing golf at present. The main source markets for golf tourism continue to be US, Europe, Japan, Canada and Australia, although the number of golf tourists coming from Taiwan, Malaysia, China and Thailand is expected to rise. Golf tourists still tend to be predominantly male baby boomers, although the sport is attracting increased interest amongst younger populations in emerging countries. According to many experts, more efforts will be needed in the future to attract juniors, women and minority group golfers. A recent survey in the UK revealed that the number of people playing golf in the UK could be doubled if clubs and courses were friendlier, encouraged families and offered greater flexibility and better playing conditions. As for psychographics, golf tourists today are looking for a memorable experience rather than a golf holiday. Golf trails for example, are increasingly popular giving a more expansive experience of both destinations and different courses. But it is not just varied golf that these tourists want, as they seek to combine golf with other activities such as wine-tasting, cycling, food, safaris, and spas. Golf tourists are also seeking authenticity, engagement, learning and enrichment, convenience and spontaneity, all packaged in a safe, customized, healthy, green wrapping and delivered with exceptional customer service. The paper concludes with the contention that for the industry to survive and prosper, golf tourism providers will need to respond to these consumer changes by being innovative with both product offerings and marketing activities.

References
Athletes' attitude to personal brand and its value: Lithuanian example

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Many athletes achieve celebrity status among fans. As a result, athletes such as LeBron James, David Beckham, and Roger Federer have become human brands, driving retail sales of products associated with their names and images. Given the popularity of athletes among consumers, numerous firms tie their brands to successful athletes with the expectation that doing so will transfer the athlete's positive attributes onto the brand (Carlson, Donavan, 2009). As professional sports become more commercialized industry segments, athletes are considered as popular cultural products (Gilchrist, 2005; Summer et. al, 2008) and draw attention from media and corporate sponsors. These athletes are considered as effective multitextual and multiplatform promotional entities (Summer et. al, 2008) who can play complex and varied roles as athletic labourers, entertainers, marketable commodities, role models, and political figures in a growing global economy (Andrews & Jackson, 2001).

Sometimes personal brand seems to be a natural outcome of athlete's active sport career, but these days researchers in marketing are agreeing that personal brand building must be a manageable process. However, little is known about the athletes' attitude to personal brand and need for it. The aim of this paper is to present the results of Lithuanian Olympic sports athletes' survey about their attitudes to personal brand and its value. According to Cheney et al. (2005), the definition of personal brand is understood as the product concept in the professional sphere. It confirms that a person can use all the marketing tools and products in order to sell oneself. After the analysis of various scientists proposed personal branding concepts, it can be said that the person's brand is generally understood as an individual designed properties, which (to highlight) to influence the user and to meet their professional goals (Tijūnaitienė et al., 2010). There is a consensus that a personal brand helps to differentiate the products, services or individuals from competitors. Bendisch et al. (2007) argues that personal brand increases person's visibility and awareness. "Well-branded athletes can attain price premium on their salary, transfer fee, or contract money and stabilize the following of fans even when their performance has failed". Also, these athletes can interest companies which can become promoters. Because of high risk of injuries athletes are "delicate product" in sport industry, so they have to create a strong personal brand (Gladden and Funk, 2001). While the importance and the value of personal brand for an athlete are evident, so far there is no research conducted to evaluate the athlete's attitude to personal brand value. Thus, the research problem in this study is as follows: do the athletes understand the importance of personal brand and are motivated to manage it? The methodology of research was questionnaire survey. In the survey participated 387 athletes of the Olympic sports. At the time of abstract submission, the data obtained in the research is analyzed, so results are not yet available, but at the conference they will be presented.

A CONSTITUTIONAL CHART OF SPORT MANAGEMENT FOR NEW DEMANDS AND HIGHER
EXPECTATIONS IN INTERNATIONAL PRACTICE

Lex Sportiva - Lex Olympica are new aspects in field of Sports Law, a synthesis of features of international law, (subjects, jurisdiction and content of regulations) and features of domestic national law (effective enforcement mechanism, vertical effect of its laws, and immediate incorporation in the national law systems and compulsory and exclusive jurisdiction of its judicial organs). The particular nature of international sports law lays accepted and common practices as well as established organizational structures in new light involving personalities such as the sport managers. Lex Sportiva includes laws that concern these personalities and the financial freedoms of the people involved, and so a series of conflicts come to light especially amongst the traditional national law and other supranational legal entities as the European law. The inadequacy of the international law practices in a system which possesses an enforcement mechanism comparable to that of the national systems and the need to apply the principles of legality when we investigate its structure, criticize its practices, and state the need for its fundamental structural change. It also Sports law in the international field, as Lex Sportiva-Lex Olympica, is actually private, and means that it is a law, which is internationally unethical - supranational because, it necessarily regulates an area out of geographic boundaries and manages the relationship of persons involved in international and Olympic sports and action, which are coming from different countries and require coordination in their activity within their States. That is, the Lex Sportiva - Olympica, a really "unethic" Supranational law internationally, to which, however, the theory does not give special power. Nevertheless, it constitutes a sui generis sports law legal order imposed in the sports world heteronymously, through international sports organizations. As a conclusion, we are pointing out that this new kind of "unethic" law of international practice, lays old established practices and organizational structures, presented under another perspective that reveals the insufficiency of the current practices of international law. The international sports law, often seeing as a subcategory of international law, can be described by the rules of international conventions on sports, the international sports conditions, and the international action for sport, governed in their application by the rules and practice of the international law. Therefore, within the framework that concerns the Managers of Sport, it is required to create a frame by establishing specialized rules of law which they will regulate the behavior and the formed relationships of the Sport managers with all the involved personalities in the field of sport action. That is, it is an absolute need to create a Constitutional Chart of Sport Management. Having such a Chart:

a) Defines acceptable behaviour in a sport organisation:
b) Promotes exemplary standards of practice:
c) Establishes the framework that people should follow;
d) Becomes a mark of
corporate identity; e) Makes an organisation sustainable. Charts typically contain provisions about, inter alia, the following:

- A general statement of the values of an organisation and its guiding principles
- Definitions of what constitutes both ethical and corrupt conduct
- Competence requirements and professional standards
- Directives on personal and professional behaviour
- Affirmations of fairness, equity, equal opportunity and affirmative action
- Stipulations on gifts and conflicts of interest
- Restrictions on use of the organisation’s facilities for private purposes
- Guidelines on confidentiality, public comment, whistleblowing and post-separation use of confidential information
- Identification of different stakeholders and other interested parties and their rights
- Commitment to occupational health and safety
- Commitment to the environment and social responsibility
- Mechanism for enforcing the Code and sanctions for violations
- Advice on interpreting and implementing the code

This WORKSHOP will aim to draft a Chart for Sport Managers - from a sport management perspective - anywhere in the world on the premise that a properly developed Chart should have global applicability. The workshop will be replicated at the International Association for Sports Law (IASL) Conference in Athens in December - and will Draft the Chart from a sports law perspective. It is intended to develop in due course a Chart that will be acceptable from both perspectives and which is endorsed by both WASM and the IASL.
Los programas de actividad física y salud en las empresas europeas como modelo de negocio: una revisión de la literatura

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La inactividad física se constituye como una de las principales causas para el desarrollo de enfermedades crónicas (Ainsworth y cols., 2000), unida al tremendo impacto económico que supone para los países europeos (Dallat, 2013). En la sociedad actual concebimos la salud no sólo como un estado que hemos de mantener, sino también desarrollar (Costa, 2009). Así mismo el lugar de trabajo se constituye como un lugar idóneo para desarrollar programas de promoción de actividad física y salud (Guazzi y cols., 2014). Fundamentalmente estos motivos han favorecido la aparición de revisiones que tratan de examinar la eficacia de estos programas, sin embargo, ninguna de ellas aborda la cuestión exclusivamente dentro del entorno europeo. El objetivo de este trabajo fue identificar aquellos estudios de carácter científico que analizaron intervenciones de actividad física y salud en las empresas y organizaciones europeas así como sus variables predominantes, para lo cual se diseñó una revisión bibliográfica sistemática. Los datos indicaron que todavía existen pocas intervenciones con suficiente rigor científico, arrojando una gran variabilidad de los programas y las variables, y empleando unos indicadores muy distintos para evaluar la eficacia de las intervenciones. Dicha variabilidad fue encontrada en otros trabajos de revisión de carácter internacional (Hutchinson y Wilson, 2012; Rongen y cols., 2013). A modo de conclusión, sería interesante encontrar indicadores de salud global teniendo en cuenta la salud percibida por los empleados como medida de solución a dicha heterogeneidad.
Network governance in local sport policy: policy that works?

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Introduction

The concept of network governance refers to the profound transition in the relationship between civilians and (policy) institutions or between consumers and companies (business). When we focus on government policy there is a widespread belief that the focus is shifting from hierarchical government towards greater reliance on horizontal and associative forms of governance (Hill and Lynn 2005). This means a more flexible organisation with networking managers who try to connect different stakeholders in order to fulfil an ambition.

In 2011 the municipality of Tilburg (The Netherlands) has started a reorganisation with a shift from 'integral management' to 'network management' for the local government as a whole, so also for the sport. In this framework the sports policymakers of the Tilburg administration would like to know to what extent network management in the sport is successful, where it is successful, where not and why. The results must lead to recommendations for a better network management policy. In particular this research is focused on the extent to which network governance has been integrated in the Tilburg sports policy and to what extent network governance can lead to more sport participation and to a better exploitation of sport accommodations. This is an interesting case-study because empirical evaluation of network governance in sport is scarce in the Netherlands. Moreover, it can be argued that especially in sports network governance is promising because of the small scale organisation structure in sports and the fact that sport is often part of networks in the community.

Theory and methods

We studied the success of network governance by using the 7i network model (Van Os et.al. 2013) and SWOT-analysis. The 7i model formulates 7 Key Performance Indicators (KPI’s): identity, internal organisation, instruments as the internal KPI's and insights, interaction, inspiring network and innovation as the external KPI's. With this model we studied via questionnaires among policymakers the extent of successful network governance of the sport department in Tilburg (N = 34). Also, we used questionnaires and depth interviews in 3 neighbourhoods in Tilburg in order to analyse the concrete application of network governance in the contexts of sport projects and the exploitation of accommodations. Results and discussion

The results show that it is very difficult to implement network governance in a couple of years. Network governance implies a change in behaviour and attitude; to change structure is more easy than to change culture. Often, real network governance at this moment in Tilburg depends on persons and it is not evident in the organisation. At the other hand, it can be argued that network governance in local governments always depends on persons because on the level of the organisation as a whole governance is, by definition, hierarchical. We will show which KPI's are most successful and which are less successful. Also we discuss the role of social media as integral part of network governance. Discussion

On a more general level we discuss the value of network governance in sport management in relation to a better exploitation of accommodations and to a possible higher sport participation. Moreover we discuss the meaning of network governance in the context of the organisation of sport events as a good example of how network governance can work.
In recent decades, adults have become increasingly sedentary, with many spending over 70% of their waking hours sitting. A significant part of this is attributable to work. A growing number of adults are occupied in jobs that require less physical effort. To date, the physical activity guidelines focus primarily on the promotion of moderate-to-vigorous intensity physical activity (MVPA) and hardly at reducing sedentary behavior in favor of light-intensity physical activity (LIPA, figure 1). There is a large body of evidence linking physical inactivity (not meeting physical activity guidelines) to higher rates of morbidity and mortality. Moreover, new evidence suggest that prolonged sedentary behavior is a unique health risk factor, independent of a lack of physical activity, which has specific physiological effects on human metabolism, physical function, and health outcomes. Exposure to long periods of sedentary time has been shown to be associated with all-cause mortality, increased obesity, high blood pressure, elevated risk of type 2 diabetes, along with adverse metabolic profiles. These new findings about the health risks of sedentary behavior broaden the accepted perspective on physical activity and health by identifying the need to reduce prolonged sitting and increase LIPA (e.g. standing and incidental walking), as well as engaging in regular MVPA. Especially because a large number of adults with sedentary jobs do not compensate prolonged sitting with sufficient physical activity outside working hours and therefore run a "double" health risk. They are called Inactive couch potatoes (figure 1). Most interventions to stimulate physical activity at the workplace are focused on MVPA outside working hours. Company fitness programs, which are not always successful and face low numbers of participants, can help workers to adopt a more-active lifestyle, but have very little effect on sedentary behavior because time spent in MVPA is only a small component of the overall waking day. Almost all the variance in sedentary time is related to the extent to which the sedentary time displaces LIPA. To address the negative health consequences of physical inactivity and prolonged sitting, a two-track policy is needed. In addition to Traditional Workplace Physical Activity Programs, which focuses on MVPA during breaks and non-working hours, new concepts for designing work tasks, buildings and workstations will be needed to return activity into sedentary jobs. This approach is called Active Office Work and integrates LIPA in working hours. The combination of stimulating MVPA through Traditional Workplace Physical Activity Programs (Strategy I) and Active Office Work (Strategy II) leads to the Active Living at Work-model (figure 2), which represents the Active Living at Work Philosophy (figure 3). The objective of strategy I is that workers will meet the physical activity guidelines. Strategy II aims to increase the number of sit-to-stand transitions and the ratio LIPA/sedentary time. The overall-goal is to increase the number of Active non-couch potatoes (figure 1). Workplace interventions promoting LIPA and MVPA that employ an ecological approach are more effective than "individual level-only" approaches. Ecological approaches take into account individual, interpersonal, organizational, community, policy, and built environmental factors, and the interaction between each of these factors. Implementation of the Active Living at Work Philosophy requires an interdisciplinary approach. Until now, addressing the health risks of
inactivity and sedentary behavior is primarily the research area of health scientists. Active Living at Work acknowledges the involvement of Human Resources Management, Facility Management, Human Technology, Kinesiology and Sport Management to create an environment in which physical activity is accessible and obvious for more employees. A promising intervention placed in the center of the AL@W-model that deserves the attention of sport managers are movement games. A movement game covers the complete Movement Continuum (figure 4) and is based on an ecological approach. Every participant of the game wears constantly an activity tracker which measures the intensity of activities. All activities represent a MET-value (figure 1) and are converted to movement points by synchronizing the activity tracker with a web application. Each participant determines, in consultation with the game supervisor, a personal target to achieve movement points. The participant is also part of a team that competes against another team. The summation of a percentage of all individual targets is the team target. The first team that reaches the team target wins. If Sport Management wants to strengthen its contribution to health a "broader" definition of the field is desirable and physical activity of each intensity should be embraced. With this point of view Sport Management, in co-operation with the above mentioned disciplines, needs to focus on stimulating MVPA as well as LIPA and has opportunities to get more employees moving.
Get ready for the liberalization of the market of players' agents in football

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In professional football, players can move from one club to another via a transfer. Players' agents play an important role in these transfers by bringing clubs and players together. Players' agents need a license to operate. The international governing body of football, FIFA, monitors the players' agents. Nevertheless, players' agents have a doubtful reputation. The European Union stated that players agents are often involved in activities of corruption, money laundering and abuse of minors (European Commission, 2009). FIFA agreed on the conclusions of the European Commission and decided to change the monitoring system. They decided to change the focus from monitoring the actors into monitoring the actions. After several years of discussions and preparation, the FIFA congress decided in June 2014 to replace the current Regulations on the Status and Transfers of Players by a new set of rules. These rules, Regulations on Working with Intermediaries, will be applicable from first of April, 2015. The main change in comparison with the current system is, that everyone is allowed to register as an intermediary. A license is no longer needed. All transactions where an intermediary is involved will be registered.

In 1995, the Bosman-arrest ended the current retain and transfer system. From that time on players were transfer-free after serving heir contract. Besides, the limitation of the number of foreign players per team was abolished. These changes had a major impact on football. Much research has been done on the effects of the Bosman-arrest. The number of international transfers exploded (Kipker, 2000) and the competition ratios between international leagues changed dramatically (Haan, Koning, & van Witteloostuijn, 2000). The Bosman-arrest was unforeseen and according to FIFA "did come as something of a bomb-shell to us and practically overnight we had to start re-thinking the future of football in Europe" (Will, 1999).

This upcoming change, the liberalization of the market of players' agents in football, is one that can be foreseen. The purpose of this study was to give an answer the question "What will be the possible consequences of the abolishment of the license system for players' agents?" A license can be seen as a barrier to enter a market (Porter, 1980). By investing what the consequences have been of the removal of entry barriers in similar markets, the driving forces for the market of players' agents were discovered. Driving forces are those forces of which it is uncertain what value they will adopt in future and they have a large impact on the market. For the market of players agents these forces are the number of new entrants on the market and the number of additional regulations. With these driving forces, four scenarios for the future are described. These scenarios, named after the consequences, are Sur Place (no major changes are expected), Chaos (the market will end up in wild-west), Regulation (new rules will replace the old ones) an Marginalization (the role of the player agent is getting less meaningful). The Sur Place scenario is the most likely start scenario for the top of the players' agents market. For the broad lower end of the market the Chaos scenario is a more likely start scenario. As a reaction on the Chaos on the market, the scenarios of Regulation and Marginalization can become into view. The purpose of this workshop is make a start to bring knowledge into practice. After a short summary of the study, the following topics will be addressed in an interactive roundtable discussion:...
in football do to prepare themselves for the upcoming change? What are the risks getting involved with rogue players’ agents? - Should players’ agents take the imitative to develop a system of self regulation? And what can be the business model of such a system? Is there a role for football unions, UEFA or FIFA? - What can players’ represents do to prevent their players to become the victim of rogue players’ agents? Everyone in football will be confronted with the impact of the liberalization of the market of players’ agents. With the results of this workshop professionals working within football, are better able to recognize future market situations so that they can adjust on that.
Only for the guys: Women’s perceptions of why fantasy sport is male dominated

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Participation in fantasy sport is estimated at a record 41 million North American participants ("FSTA Highlights Record", 2014), with women comprising only 20% of that total (Fantasy Sports Trade Association, 2014). Research has shed light on some of the gendered-issues surrounding this activity. Davis and Duncan (2006) found that fantasy sport participation reinforced hegemonic ideologies emphasizing traditional gender roles and male bonding. It takes a significant amount of time to research players and statistics, thus creating an environment where people less informed are ridiculed. Men can demonstrate their sports knowledge and bond with other men over that knowledge in a social setting creating a hostile environment for women. With that, it is not surprising that women do not participate (Davis & Duncan, 2006). Ruhiley and Billings (2013) noted, "...fantasy sport offers a new frontier in which hegemony is reinforced and boorish behavior is more likely to be tolerated" (p. 4). Though fantasy sport research has increased, there is still a gap related focusing on gender. The purpose of this research is to examine female sports fans' perceptions as to why fantasy sport is an activity primarily consumed by men. The theoretical tenets of hegemonic masculinity and social role theory were utilized to further explore the dynamics of gender and fantasy sport and gain insight into why women view fantasy sport as an activity that is primarily consumed by men. Messerschmidt (2012) explained hegemonic masculinity in terms of practices that establish, reinforce and maintain men's power over women. In the sport context, Whisenant, Pedersen, and Obenour (2002) defined hegemonic masculinity as the production, reproduction, and preservation of power by certain social groups over others, in this case, specifically referring to men over women. Social role theory contends that there are qualities and behavioral tendencies believed to be desirable for each sex, as well as expectations regarding the roles men and women should occupy. Gender role expectations for men and women have been limiting factors for both men and women wanting to enter careers, or to participate in activities that have been labeled as masculine or feminine (Eagly & Karau, 2002; Heilman, 2001). Specific to fantasy sport, Suh, et.al, (2010) noted time as a constraint for women related to traditional gender roles. Data was collected utilizing an online questionnaire, featuring open-ended questions addressing the purpose of this study. Given the disproportionate amount of men to women participating in fantasy sport (FSTA, 2014), participants in this research were purposively recruited and selected based on their gender, their identification as a sport fan, and their non-participation in fantasy sport activities. Researchers targeted this specific person through social networking channels, academic listservs, personal contact, and snowball sampling. Participants totaled 195, non-fantasy sport participating, women. Through the use of a thematic analysis, major themes emerged indicating women perceive men's participation dominance due to (a) men having more disposable time to participate, (b) affirming of traditional social gender roles, and (c) perpetuation of male hegemony. Implications and discussion will be provided regarding participation in fantasy sport.
Professional Practice Oral Presentation

World Association for Sport Management Inaugural World Conference

Madrid, Spain

1-3 October, 2014

Since 1946, the Social Service of Industry (SESI) has offered initiatives that can be performed within the companies promoting the welfare of industrial workers. The organization is present in all states to provide services and quality of life for the industry of the country. Its 27 Regional Departments and 2,285 service units are present in 1,565 cities with a broad portfolio of programs and services appropriate to the demands of regional industries. The presentation has the objective to disseminate practices in sports and leisure management of the largest specialized private company in Brazil, and Maranhão’s Regional Department contributions. Currently, SESI has a modern structure for activities in Sports, Leisure and Culture throughout the country, which can also be used by the community, partner companies and institutions. The presenter will look at the developing services: Sport for Social Inclusion, Sports Advisory and Consultancy, Sporting Events, Physical and Sports Training, and Sports Participation. Also will provide statistical and impressive numbers in enrollments, participants, viewers in Sports and Leisure products. The presenter will demonstrate how SESI Games gather annually about 500 thousand workers who participate as athletes in Brazil and abroad. SESI’s biggest goal is to get an increasing number of people to benefit from the sport and provide great integration and socialization among all involved. SESI is recognized by national and international organizations and various other confederations producing a large amount of studies and literature in this field, contributing as a major player in the sports community and the society. The presentation will show some of the SESI’s infrastructure listed below: 630 sports fields, 315 football fields, 293 children’s pools, 253 gymnasiums, 217 semi-Olympic swimming pools, 201 bodybuilding gyms, 146 auditoriums, 123 Clubs, 61 stadiums, 63 track and field complexes, 42 amphitheaters, 11 Olympic swimming pools, 8 summer camps, 7 ornamental jump pools, 2 movie theaters.

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Transferable loyalty? Foreign fans and star player relationship

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Loyalty of fans consider as the real asset for any sport team. In the case of European football clubs most of the time loyalty earned by birth for fans as they inherit it from their family when they reached at the age of ten (Richardson & O’Dwyer, 2003). Most of the time it is proximity that play major role to adopt fandom of club and then transferred that love to new generations. With emergence of global media, fans from other territories emerged that located outside the local borders and same time player and athletes emerged as brand themselves. Players started to consider as asset for a club and special type of resources to a sport team (Amit and Schoemaker, 1993; Barney, 1991). Media used them as a celebrity and new type of relationship born that is player-fan relationship. Star player is major antecedent in team-fan loyalty relationship. The cause of team loyalty is a player in different studies. Star players have followers in local fans and as well as in overseas fans. Loyalty attached to star players is one of the motive that seduce clubs owners to buy famous player for their respective clubs. Selling/buying of player is more often in the clubs these days. This study tried to get answer about the response of player’s when transfer occurred. This article aims to investigate the responses and reactions of overseas fans when a player transferred to another club. Pakistani football fans living outside Europe were examined through semi-structured interviews. This article focused on attitude and loyalty of fans towards favorite player, his previous team and his new team. Findings reveals that there are three stages of becoming fan; Knowing, Choosing and Following. Although loyalty shifted with player movement but old club always have special place in the heart of fans. This complex response describe complexity of loyalty. The findings are gateway to future research on loyalty substitution.
Estructuras y Políticas de la Formación Deportiva en Colombia

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RESUMEN. La formación deportiva en Colombia nace desde una propuesta de coledportes Nacional hacia los años 90, en el cual su propósito era impulsar la iniciación, el deporte formativo y la educación física. En la ley 181 de 1995, ley del deporte en Colombia, contempla en el deporte formativo, como un programa dirigido a los institutos de deportes y recreación tanto municipal como departamental, instituciones educativas, las cuales promuevan programas de formación deportiva que contribuyan a las jornadas extracurriculares las cuales generen en los estudiantes hábitos saludables y de aprovechamiento del tiempo libre. En los aspectos normativos y legislativos de la formación deportiva, en la dirección de coledportes Nacional, en la ley 181, propone unos objetivos específicos, pero no contempla unos normas de Inspección, Vigilancia y Control a las diferentes escuelas de formación deportiva existentes en cada departamento y municipio de Colombia. Los antecedentes de los estudios en formación deportiva se remonta a investigaciones desarrolladas por los profesores Taborda, J., Angel, L. F y Murcia, N, DE LA Universidad de Caldas, como también investigaciones desarrolladas en las Universidades de Antioquia, Universidad Tecnológica de Pereira, instituto de deportes y recreación de Santander y Programa de Licenciatura en Educación Física y Deportes de la Universidad de los Llanos, con la Investigación, Estado Administrativo y Técnico de las Escuelas de Formación Deportiva en el Municipio de Villavicencio - Colombia. En la actualidad la formación deportiva en los Municipios y Departamentos de Colombia se contemplan como programas, los cuales se ofrece a la población de niños y adolescentes. En cuanto a la formación infantil se desarrolla en tres etapas, la primera es de irradiación, la segunda de iniciación y la tercera de formación, los cuales contribuyen al desarrollo motriz, en las capacidades condicionales y formación deportiva a temprana edad. En la investigación que se viene desarrollando en la Universidad de los Llanos desde el Grupo de estudio de Administración Deportiva Universitaria, en su objetivo general, pretende Evaluar las Escuelas de formación deportiva en el Municipio de Villavicencio - Colombia, en dos Categorías fundamentales, en el aspecto Administrativo y Técnico. En la categoría Administrativa se establecen algunos criterios; Legalidad, Estructura Orgánica y administrativa de la Escuela de formación, Planes de Desarrollo, Planes de acción a corto y largo plazo. En la categoría técnica, se establecen, planes de desarrollo motriz y formación deportiva, infraestructura y material deportivo, recurso humano, participación en eventos regionales, Nacionales e internacionales de la escuela de formación y participación del género femenino. Este proyecto contribuirá socialmente a identificar y categorizar su estado administrativo y técnico, para luego entregar las sugerencias necesarias y fortalecer grupos de investigación en el área de Gestión y administración del Deporte, encaminados a mejorar los procesos en bien de las juventudes deportivas de nuestro Municipio.
Percepción del impacto y apoyo de los residentes a tres eventos deportivos de pequeña y mediana escala

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La mayoría de estudios que analizan los impactos de los eventos deportivos se han centrado en la evaluación de los mega-eventos (Higham, 1999; Gibson, Willming & Holdnack, 2003). Se han llevado a cabo numerosos estudios que consultan el impacto social, medioambiental y, sobre todo, turístico y económico de estos mega-eventos para las ciudades y países que los organizan. Sin embargo, el análisis sobre los pequeños y medianos eventos no ha sido tan ampliamente estudiado (Higham & Hinch, 2002). Esto puede ser debido a que tradicionalmente se ha considerado que tenían una escasa repercusión económica (Daniels & Norman, 2003). El objetivo de este estudio es analizar la percepción de los residentes sobre el impacto de tres eventos deportivos de pequeña y mediana escala celebrados en la misma localidad: Gran Premio de Europa de Fórmula 1, Open 500 de tenis y Maratón de Valencia. Se distribuyó entre los residentes una escala compuesta de 35 ítems y otras preguntas. Se realizaron diversos análisis factoriales confirmatorios para cada muestra según el evento (N = 335; N = 352; N = 295) que permitieron extraer una escala común de 30 ítems y ocho factores. Los resultados mostraron que el factor de impacto en la imagen y la promoción es el mejor valorado por los residentes y el de impacto en las infraestructuras es el peor valorado. Se encontraron diferencias significativas al comparar las percepciones de los residentes según cada evento deportivo estudiado. Los factores de impacto socio-económico, event excitement, orgullo de la comunidad, impacto en el fomento del deporte y costes sociales fueron predictores significativos de la disposición a acoger el evento en próximas ediciones.
The Development of Poage Park in La Crosse, Wisconsin (USA): Honoring an Olympic Hero and Revitalizing a Neighborhood

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Extensive planning has gone into the development of a modern play, recreation, and sport space in a small, upper Midwest American city (La Crosse, Wisconsin). Step-by-step, the chronology for the renaming of a city park in honor of America's first black Olympic Games medalist will be presented. In addition, the complexity behind the total renovation of George Coleman Poage Park, at the cost of USD$550,000, will be detailed. Poage, a hurdler from La Crosse, won two bronze medals at the 1904 St. Louis Summer Olympics. The park project is analyzed and observed from several vantage points: (a) venue for health and leisure, (b) catalyst for urban development and neighborhood revitalization, and (c) collaboration of numerous stakeholders committed to create a legacy and location for the realization of myriad objectives (Anderson, 2013; New era, 2013).Concerted efforts for the awareness of the Olympic hero in the local media commenced in April 2012 on the 50th anniversary of Poage's death; initiatives were in the form of Letters to the Editor and discussions on a talk radio show. The campaign next shifted to neighborhood level in one of La Crosse's oldest and diverse neighborhoods. For many decades, the area known as Powell-Hood-Hamilton (50 blocks with estimated population of 3,500 citizens) had faced a number of challenges - such as housing issues, poverty, and aesthetic appearance of the area (Bloom, 2011; City of La Crosse, 1998; City of La Crosse, La Crosse Common Council, & Gunderson Lutheran Health System Steering Committee, 2013). At a well-attended neighborhood association meeting, residents learned of Poage's feats via PowerPoint introduction (e.g., high school salutatorian, first black Big Ten track champion, University of Wisconsin graduate, Olympic medalist, school teacher, and principal); in February 2013, they voted unanimously to allow their local park to be renamed. First known as Adams Street Playground (Nolen, 1911), Poage Park is approximately 3 acres in size (1.21 hectares).The name change was discussed/approved by the Public Facilities Designation Committee followed by approval of the Common Council and mayor. An assessment team created and distributed the "Poage Park Renovation Survey," based on a more-extensive questionnaire (Anchorage Park Foundation, 2013). A total of 106 surveys were analyzed and a report of residents' needs - from children to senior citizens - was presented to the Parks and Recreation Department (Sport Management & Leadership Program of Viterbo University, 2013). Data will be reported on frequency and type of park usage, as well as preferred facilities, which were: splash pad, ice skating, children's equipment, benches, drinking fountains, gazebo, and gardens. Poage Park is on a timetable of public bid documents by summer 2014; construction is slated for fall 2014, with completion by December 2014. The presentation will include:Funding: Community Development Block Grant, Home Investment Partnership Programs, Tax Incremental Financing, and donations. Memorandums of Agreements were secured between the city and Native American Nations due to historical/archaeological preservation in the region. Designs for the park concept: community spaces, Poage commemorative statue, historical signage, safe play areas, and utilization of...
References
Sports Authority of Thailand (SAT) has issued the Sport Management Strategies for excellence. With the first goal, it was said that Thailand has to be successful for Asian Sport Best in Classes. With respect to the purposes, the development of sports personnel training programs was established. For the purposes of this study were to examine the needs of sport personnel and to improve and develop the sport management model. In this study, mix-method research approach was applied to do both quantitative and qualitative tools to collect the data. For quantitative approach, a questionnaire survey was used to collect the data from the 250 former training participants. On the other hand, in-depth Interview and focus Group were used to examine and investigate the proposed model of improving and developing sport management training programs. In conclusion, it was found that the program participants were 197 men at 78.8% with the average ages of 36-45 years old. For the English language ability, most of them were indicated themselves at good level with the percentage of 98.4. With the numbers of program completion, it was found that the percentage of completion was quite high at 88.4% and 11.6% was incomplete within the same year of training program offered. For the need assessment, it indicated that the training program were useful and contributed to the participants as well as sports associations and Thai sport society at the high level. In general, it could be said that Sports Management courses are very useful training workshop training program for sports administrative personnel in Thailand. At the overall evaluation, all aspects of managing Sports Management courses were found at high recognition level. However, for a future development of the program, the improvement and some changes should be adjusted in the areas of pre-training program for participant readiness, especially English proficiency and curriculum contents for suitably effective results in the future and lastly the following up activities to make the program reliable and effective.
Why Do Women Choose to Work in the Professional Baseball?

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Very few women hold leadership roles in professional sports in North America. Major League Baseball (MLB) ranks the lowest for women in the leadership positions amongst the five major North American professional sports leagues (Lapchick, 2013). Specifically, women hold only 17.2% of the senior administration positions and no women work as general managers, field managers, or coaches in MLB, which reinforces the idea that MLB is an especially male-dominated organization in the sport industry. It is significant to investigate the reasons for women's underrepresentation in leadership positions in the sport industry, and find out the various limitations and barriers involved. The sport industry is considered a male-dominated industry, making it difficult to increase participation by women leaders (Bower & Hums, 2009; Burton et al., 2009; Burton, Borland, & Mazerolle, 2012; Burton, Grappendorf, & Henderson, 2011; IOC, 2012; Acosta & Carpenter, 2012). The under-representation of women within sports organizations has received considerable attention (Inglis, Danylchuk, & Pastore, 1996, 2000; Sartore & Cunningham, 2007). However, the only research that examined the existing circumstances of women leaders in the professional baseball industry are the studies conducted by Hums and Sutton in 1999 and Siegal in 2012. This study focused its attention on all women working in management positions in professional baseball and addressed their career aspirations and the issues related to women’s underrepresentation within the field. The purpose of this qualitative study was to identify and understand the career factors considered important for women working in the professional baseball. A total of 235 online surveys were collected, for an overall response rate of 10% (out of the 2020 that were distributed). Of the 235 surveys, 233 were deemed usable for the study. The sample included 233 women who worked in management positions in professional baseball, including Major League Baseball, Minor league Baseball and Independent Baseball Leagues. The job titles chosen met Lapchick’s (2012) categorizations as senior administration and professional administration. The survey took place in February 2014. The four parts of the open-ended questionnaire asked participants (a) personal information including demographics, (b) career path including the reason they choose to work in the professional baseball, (c) career goal in 3-5 years, and (d) ultimate career goal. The results provided insight into the career challenges and work climate for women working in the management of professional baseball. The results of this study revealed that the women in this study had a deep emotional attachment to sports and baseball and many women felt that they wished to work in sport and baseball. Twenty six women (12%) answered their goals were to work at executive levels. The participants in this survey have strong aspirations of career orientation. This information can prove to be useful to MLB officials in increasing women’s participation in leadership positions and promoting diversity. It also provides researchers an insight into the status of the careers of women in leadership in a previously unexplored segment of the sport industry.
Assessing the Social Impacts of Professional Sports

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Hirotaka Matsuoka, Waseda University

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In sport science, the physical impacts of sport activity as well as the economic impacts of sporting events can be assessed by using concrete figures. However, it is difficult to assess social impacts, which are intangible in nature. Since the East-Japan Earthquake and Tsunami of March 11, 2011, elite athletes have been visiting towns that have sustained serious damage to meet kids and play sports with them. Such activities, which contribute to communities, have been executed frequently by professional sports teams in Sendai, one of the nearest cities from the hypocenter of the earthquake. Thus, people expect that professional sports can contribute to recovery and reconstruction from terrible damages. It has been examined and argued that sporting events are able to create social capital and contribute to local communities (Nicholson & Hoye, 2008; Lee et al., 2012). The economic and socio-psychological impacts of professional sports on local communities have been identified in previous research (Babiak & Wolfe, 2006; James et al., 2002; Sheth & Babiak, 2010). However, scant empirical study has been conducted to assess the social impacts of professional sports, which are intangible in nature.

To examine the social impacts of professional sports, this study aimed to determine differences in community attachment and social capital among the following four groups: (1) people attending both professional baseball and professional soccer games in their hometowns; (2) people attending professional soccer games in their hometowns but not baseball games; (3) people attending professional baseball games in their hometowns but not soccer games; and (4) people who do not attend any professional sports games in their hometowns. To assess these four different target populations, an Internet survey was conducted. Three cities Sendai, Nagoya, and Hiroshima were selected because these cities each have one professional soccer club and one professional baseball team. A total of 724 samples were collected.

Community attachment was assessed by using three items that were scored on a seven-point Likert scale; these items had a combined mean score of 5.07. The alpha value of the reliability estimates was .95. Social capital was assessed by using three items that were scored a seven-point Likert scale; the combined mean score of these items was 4.16. The alpha value of the reliability estimates was .90. Using ANOVA with community attachment and social capital as the dependent variables, statistically significant differences were found among the four groups. The level of community attachment among subjects attending neither soccer games nor baseball games was lower than the level of community attachment in the other three groups. The level of social capital among those subjects was also lower than the levels of social capital in the other three groups. The level of social capital among subjects attending both soccer games and baseball games was higher than the levels of social capital in groups of subjects attending only soccer games and subjects attending only baseball games.

These findings proved the significant value of professional sports. More specific findings and
their academic and practical implications will be presented.

References


An Investigation into the Factors Influencing Performance of the Kenya Hockey National Team Players

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Abstract The study aimed at investigating the factors that influence the performance of Kenya hockey national team players. Factors such as management, incentives and motivation, facilities and equipment and coaching play a vital role in improving the individual performance of a player hence the team performance. The specific objectives of the research were to (i) find out the factors influencing the performance status of Kenya hockey national team players and (ii) suggest strategies the Kenya hockey national team may adopt to remain competitive at international level. A target population of 92 respondents was used which comprised of all Kenya hockey national team players, the national team coaches and the Kenya Hockey Union (KHU) officials and they were all purposively sampled. Questionnaires that were used to collect information were analyzed and summarized using frequencies and percentages. The findings of the study showed that, incentives and facilities are factors that were indicated across all categories of respondents that they do not measure up to the required standards for optimum performance. Major recommendations made included provision of more facilities and equipment, provision of adequate incentives to national team players, provide professional development to national team coaches and also professionalize the management of the national team players. Key Words: National team, coaches, management, facilities, incentives.
Towards a truly globalized sports participation in Africa through special emphasize on international partnerships and technology; Courtesy of the African Sport Management Association (ASMA)

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The birth of the African Sport Management Association (ASMA) in 2010 marked a new era at the continental sports arena. Three years since its formation, ASMA has hosted 2 international conferences and has published a book on the proceeding of its inaugural conference held in Kampala, Uganda in 2011. Concurrently, the following milestones have been registered. One, ASMA participated in the establishment of the World Association of Sports Management (WASM) as a constituent continental sports organization which enabled the pitching of ASMA in three consecutive meetings held in Taiwan between 2011 and 2013. Second, in early 2014, a series of talks were given at 3 universities in USA on the role of ASMA in rejuvenating the sports management spirit in Africa. These developments do confirm the re-energized spirit in African sports management programmes through the ASMA forum. After the 2014 World Cup, and given the early disappearance of the African teams from the Brazil-hosted games, a question comes to any inquisitive mind namely; will ASMA play any significant role in enhancing stronger participation by African countries in future World Cup festivities or in similar fora? Given the abundance of sport potential on the African continent, and coupled with the organizational stamina and vibrancy already seen within the newly formed ASMA, Africans are gearing themselves towards starring sports performances at various levels both with and outside the continent. Borrowing the words of Ronald L. Mower (2011) on globalization, through ASMA, African sportsmen and women will be facilitated to re-invent themselves within the global sport marketplace via international partnerships coupled with embracing of modern technology. This paper which is not research based (but is informed by research), outlines the vision, mission and objectives of ASMA and analyses the various ways so far used by ASMA towards achieving its mission and vision. The paper also outlines some proposals of new benchmarks established by ASMA as a guide towards its full actualization by 2020.

Keywords: Organizational stamina and vibrancy, sports management, partnerships, technology.
Reconceptualising Corporate Social Responsibility for Non-Profit Sport Organisations: Investigating The Social Obligations of a Local Sports Club

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AIM OF ABSTRACT/PAPER - RESEARCH QUESTIONS

Sport management literature has recently adopted several measures of corporate social responsibility in an attempt to explain the unique features of the concept within the elite sporting environment (Babiak and Wolfe, 2013). However, the sport industry largely consists of non-profit organizations and the application of social responsibility within these settings is relatively unknown. This presentation discusses the proposition that non-profit organizations have a finite social responsibility that may differ from the initial theoretical underpinnings of Carroll's (1979) corporate social responsibility. To test this hypothesis, this paper aims to investigate the perceived importance of social responsibility issues for a local sports club.

THEORETICAL BACKGROUND OR LITERATURE REVIEW

The theoretical background for this study is based on the considerable development of CSR theory by management and sociology scholars (c.f. Carroll, 2012) and its early adoption into predominately commercial sport settings (Paramio-Salcines, Babiak and Walters, 2013). The commercial application of CSR theory has thus far not accounted for non-profit organisations that form a considerable part of the sport industry.

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS

Methodologically, this study adopted the Delphi method that has recently been used in sports management literature (Costa, 2005). A total of 56 experts (representing 10 countries, 14 sports) in the field of sport management (33 senior academics and 23 senior managers from sports governing bodies) were invited to complete a survey in three consecutive rounds. Twenty-five survey items were developed from two prevalent social responsibility standards (ISO 26000 and GRI 3.1) and coded to Carroll's (1979) framework. Eight further items were identified by participants and added to the item list in the second round. Each item was rated on a five point Likert scale of importance.

RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSION

The findings indicate corporate models of social responsibility may be utilized as a starting point to investigate the social responsibility of non-profit local sports clubs. Results demonstrated that maximizing participation, safeguarding individuals from harm and providing an accessible and inclusive sport setting were deemed of higher importance than financial viability. Seemingly this is in conflict with established CSR ideology which bases the conception of social responsibility within the context of an organization as a primarily economic unit. Secondly, the degree to which an organization is responsible to society is limited by the resources available to it. Given this we propose a pragmatic approach to the social responsibility for non-profit sport organizations that focuses on fundamental organizational responsibilities or those with a strategic benefit. In summary we conclude that every organization has a finite social responsibility based on the organizations social remit and resources available to it.

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Noah Hsu, Aletheia University

Mercuries Corporation is one of the top conglomerates in Taiwan that has dozens of service brands under it with total revenues of over US$350 million a year. Started in 2011, the corporation invited the Department of Sport Management at Aletheia University to plan and implement sport marketing programs for the Mercuries Taiwan Masters Invitational Golf Tournament, which is the game hosted by them for 27 years. The co-op project went out fine, and the relationships continued. Local people often have a stereotype thinking that golf is a sport for the rich businessmen. As a result, golf tournament normally do not attract spectators to watch in Taiwan. Bothering by the situation, the founder of the corporation and the tournament, Mr. Ong, came to the author, chairman of the department by then, and offered the co-op project opportunity. The project assignment stated very clearly in the beginning that the corporation wants to see more spectators on site, and hopefully the event can become the signature culture event of the city, Tamshui. Mercuries Corporation would pay all the bills caused by the strategies implementation and design, which is the work of the department. Over the years, the department's efforts were aimed at the objectives, and the number of citizens as the spectator has largely increased. In the process, the faculty and students at the department were all involved in the planning and implementation stage of the work, which is a rare opportunity for them to exert theories and practices at the same time. The cooperation model between the two organizations can be a case for other parties to take it as reference. In this study, the author reviewed the relationships as well as the working process over the four years. Interviews were conducted to personnel of the two parties involved in the decision making process to fulfill the study objectives which are: 1. The need of the event organizer, Mercuries Corporation, in the project2. The need of the department in the project3. Analysis, planning, and implementation of the event's marketing activities...4. The results of the project, from the perspectives of the two partiesKeywords: the co-op project, sport marketing program (proposal), Mercuries Taiwan Masters Invitational Golf Tournament
The effects of the economic situation in the sporting habits of Spanish adult population: gender differences

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Introduction
Economic, social or demographic changes can modify sporting habits of Spanish population (Martínez del Castillo et al., 1992). In Spain, before the current economic situation, more adult women (63.9%) than men (27.7%) practiced an activity offered by a sport organization. Whereas Spanish adult women were particularly attracted to fitness-wellness group exercise and swimming, men practiced self-organized activities, mainly endurance outdoor sports (Moscoso et al., 2008). A similar pattern was repeated in many European countries, some of the most obvious gender differences were the type of sport and the modes of organization that women and men choose (EC, 2011). This investigation was based on the Theories of Difference and it analyses the possible changes and gender differences in the sporting habits of the Spanish adults.

Methodology
A quantitative methodology was applied. A representative sample of the Spanish adult population (ranging from 30 to 64 years old) fully filled a questionnaire through a personal interview. The sample was randomly selected using multistage sampling method (n=3,463; 1,731 women and 1,732 men; sample error ± 1.7%). The field work was carried out between 2012 and 2013.

Results
The results revealed gender differences within this demographic group ($\chi^2(3)$=170.08; $p<.001$; $C=.216$). Men practiced (51.2%) more frequently physical activity and sport (not including walking) than women (31%) and there were more women (25.5%) than men who walked (13.2%). These inequalities could be explained by a series of differences in the activities practiced ($\chi^2(13)$=567.8; $p<.001$; $C=.463$), in the space chosen ($\chi^2(5)$=29.8; $p<.001$; $C=.119$), in the way of organization ($\chi^2(1)$=82.3; $p<.001$; $\Phi=.200$), in the type of organization ($\chi^2(5)$=68.7; $p<.001$; $C=.179$) as well as in the monthly physical activity expenses ($t_{2.071}=2$ $p=0.45$; $d=.09$). The 68.5% of women would prefer self-organized activities, mainly walking (45.5%). The 31.5% of women practiced under professional guidance an activity offered by a sport organization (16.2% private, 7.9% sport association, 7.3% public), mainly fitness/wellness group exercise (26.4%, mainly pilates and yoga) and swimming (8.3%). Women spent an average of 11.36€±SD in the monthly physical activity while men spent 9.52€±SD. The 85.2% of men would prefer self-organized outdoor activities, mainly cycling (16.4%), running (14.5%) and other outdoor sports (8.5%). The 23.2% of men practiced an activity offered by a sport organization (12.2% sport association, 8.7% private-commercial, 2.2% public), mainly football (8.8%), weight training (7.8%), swimming (5.8%), combat activities and sports (5.5%) and padel (3.9%). Discussion and conclusions
Results revealed gender differences; these differences could probably reflect what it be named as two separate sporting worlds (EC, 2011). There was an important decline of adult women who practice under professional guidance (from 53.5% to 31.6%) an activity offered by a sport organization (from 63.9% to 31.5%). Probably due to financial restrictions related to the economic climate there was an increase of the autonomous outdoor practice in men (from 72.3% to 85.2%), but more in adult women (from 36.1% to 68.5%). Activities such as walking, running or cycling are cheaper and allow to Spanish adults to reconcile their lack of time with the need to exercise.

References
Content of this study is an example of the ECSI (European Customer Satisfaction Index) method application on the area of sport, specifically to the area of the Czech Association Sport for Everyone (CASPV). For the needs of the CASPV member satisfaction research the ECSI methodology was modified and compared with final values of the ECSI indices from the point of view of the used quality management system in ČASPV, different methods of scales setting of measurable variables or researches already done in the Czech commercial environment. The method used was the quantitative method where the main diagnostic tool was a questionnaire that was distributed both in the electronic and the written form. The results of the study imply that the CASPV clients are highly satisfied with services provided as well as with the association activities. From the point of view of the used quality management system there is a group of branches in the CASPV that is related to this system of higher ECSI index value. While comparing this research to previous researches done at commercial subjects the overall ECSI index indicates the associations examined and four hypothetical variables of higher values.
Las mujeres adultas como mercado potencial de usuarias y clientas de servicios deportivos: Diferencias de género en la demanda latente de ejercicio físico y deporte de la población adulta española

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Introducción. Diferentes estudios sugieren que las mujeres son un grupo a considerar por las organizaciones proveedoras de servicios deportivos fitness-wellness ya que, en muchos países europeos, las mujeres se inclinan por practicar actividades dirigidas (EC, 2011) dentro de un modelo de práctica wellness (Martínez del Castillo et al., 2005), mientras que los hombres optan en mayor medida por la práctica auto-organizada de deportes de resistencia, equipo o extremos (EC, 2011). Antes del inicio de la actual crisis económica, Moscoso et al. (2008) evidencian que, en la población adulta española, aunque más hombres que mujeres practicaban deporte (Demanda Establecida), eran más las mujeres que, aunque no practicaban, deseaban hacerlo (Demanda Latente). Esta investigación está basada en las Teorías Feministas de la Diferencia y tiene como objetivo analizar las características de la Demanda Latente de ejercicio físico y deporte de la población adulta española. Metodología La metodología cuantitativa empleada ha sido encuesta por cuestionario escrito, aplicado mediante entrevista cara a cara en el domicilio de residencia a una muestra aleatoria representativa del universo de personas adultas (entre 30 y 64 años) en España, seleccionadas mediante muestreo polietápico (n=3.463; 1.731 mujeres y 1.732 hombres; margen de error ± 1.7%). El trabajo de campo se desarrolló entre 2012 y 2013. Resultados Los resultados revelaron diferencias de género significativas en el tipo de demanda (t=170.08; p<.001; CC=.216), más mujeres (23.9%) que hombres (18%) no practicaban aunque manifestaron que deseaban hacerlo. Fueron también encontradas diferencias significativas de género en las actividades practicadas (t=212.9; p<.001; CC=.479) y sus características, expresadas a través del gasto mensual (t=1.81; p=.035; d=0.08), tipo de espacio (t=31.52; p<.001; CC=.204), modo de dirección (t=52.4; p<.001; Phi=.269) y organización (t=64.8; p<0.001; CC=.292). Las mujeres, en promedio, pagarían más por practicar (16.0€) que los hombres (14.1€). Más mujeres (68.1%) que hombres (41.2%) desearían practicar bajo supervisión o dirección profesional una actividad ofertada por su ayuntamiento (28% mujeres, 9.3% hombres), una organización deportiva privado-comercial (16.9% mujeres, 8% hombres) o una organización privado-asociativa (12.8% mujeres y 12.7% hombres). Las actividades más demandadas por las mujeres son las clases colectivas fitness-wellness (34.6%), natación (22.9%), caminar (10.2%) y correr (7.6%), mientras que las actividades que más les gustaría practicar a los hombres fueron fútbol (17.5%), ciclismo (14.3%), correr (14%), natación (8.4%), actividades y deportes en la naturaleza (7.5%) y musculación y sala fitness (6.8%). Discusión y conclusiones Los resultados sugieren la existencia de un interesante mercado potencial de usuarias y clientas de servicios deportivos wellness, ya que 1 de cada 5 mujeres adultas, aunque no practica, desearía practicar, un 68.1% bajo dirección profesional una actividad ofertada por su ayuntamiento (28%), una organización privado-comercial (16.9%) o una asociación (12.8%), principalmente clases colectivas fitness-wellness (34.6%) y natación (22.9%). Cabe matizar que gran parte de ellas son mujeres trabajadoras con hijos menores, por
Gender differences of the Spanish adult population in barriers to active living

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Introduction
This investigation was based on the Bronfenbrenner’s bioecological theory (2001) and it analyses the barriers influencing Spanish adult population’s participation in physical activity and sport.

Methodology
A representative sample of the Spanish adult population (ranging from 30 to 64 years old) fully filled a questionnaire through a personal interview. The sample was randomly selected using multistage sampling method (n=3,463; 1,740 men (age 46.6 ± 9.7), 1,739 women (age 44.5 ± 9.6)). The non practitioners (n=1,999; 1,059 women, 940 men) fully filled a questionnaire with items on personal, social-interpersonal, environmental (sport community) and social-cultural barriers. The questionnaire’s structural model revealed that the social-interpersonal and social-cultural barriers were related. Results
The results have shown how the social-interpersonal and social-cultural barriers were the most important ones. It was found a multivariate effect on the gender (F3,1993=17.98; p<.001), the age (F3,1993=1059; p<.001) and the interaction (F3,1993=275; p=.041) at the social barriers ("I don’t have time for myself", "employment" and "incompatible timetables"). At the univariate contrast young adults (from 30 to 45 years old) perceived greater the three barriers mentioned. Women expressed in a higher grade the barrier "I don’t have time for myself".

Middle age men argued the "employment" in a higher level than the women of the same age. There was found a multivariate effect on the gender (F2,1995=97.37; p<.001) the age (F2,1995=75.30; p<.001) and the interaction (F2,1995=17.66; p=.041) at the social-cultural barriers ("I have to take care of my children" and "the household"). Women perceived in a higher grade both barriers. "I have to take care of my children" was more frequently argued by young adults (from 30 to 45 years old). The differences found between age groups were more evident at women than at men. There was found a multivariate effect on the age (F3,1991=3.37; p=.018) and the interaction (F3,1993=275; p=.041) at the environmental barriers-factors ("There is no activity that I like", "I have no spaces to practice near" and "I don’t know where I can practice"). The youngest group showed differences at the three environmental barriers. Finally, there was found a multivariate effect on the gender (F3,1987=8.19; p<.001) and the age (F3,1987=3.11; p=.025) at the individual barriers ("Lack of habit", "I don’t like to do exercise or sport" and "I am tired"). Women reflected in a greater grade these three environmental individual barriers. Middle age participants perceived in a higher grade the barrier "I don’t like to do exercise or sport.

Discussion and conclusions
The results revealed that social-interpersonal and social-cultural barriers were the most important ones. There were gender differences in the social-cultural, social-interpersonal and individual barriers. The women from 30 to 44 years old perceived in a higher grade these barriers. Great part of this women who don’t practice, but they would like to do so, were employed and they had small children (0/8 years old: 62.5%). Most of these women and men asked innovations to the sport organizations that will reduce some of these barriers (Martín, 2014).

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Privatization Process in Serbian Football Industry: A Step Forward or Vice-Versa

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Our research focuses on the upcoming privatization process in Serbian sports industry and more specifically in football. Over the last 15 years the Serbian clubs have not performed to a level of excellence worthy of the laudable title "the most famous Serbian brand". During this time, Serbia has taken major steps towards privatization of many sectors of economy but not the sports industry. Now, it is widely commented that privatization of football clubs will be one of the solutions to support overall football development in Serbia. The privatization phenomenon is complex and cannot be identified as just a transfer of ownership of assets and/or capital to private hands. In addition, the arguments both for and against privatization may be found in literature (Boorsma, 1994; Starr, 1998). According to Bortolotti, Fantini and Siniscalco (2000) and Ramamurti (1992), the major determinants leading to privatization could be seen in five categories, i.e. political environment of a country, inflexible budget limitations, unusual legal and regulatory environment, capital market liquidity, and control and management. In the context of football industry, privatization implies a major shift in the management of clubs due to their unique business characteristics, like customers who feel to be a part of the club, a large number of stakeholders and several different products that are offered (Ferrand & McCarthy, 2009; Schwarz & Hunter, 2008; Hoye et al., 2006).

The research uses exploratory approach applicable in such situations when there is a little or none analyses done, thus often used to identify, define and structure the problem and consequently develop propositions for the future. It is based on the case study of the two largest Serbian football clubs to undergo privatization: FC Red Star and Partizan FC. Our choice is justified by the fact that these two clubs are the most likely to be competitive in the European competitions. Consequently, success of their privatization will be of paramount importance for the Serbian football and more generally, the Serbian sports industry. The fieldwork includes semi-structured interviews with a representative sample of participants chosen amongst senior managers of both clubs, officials of the Football Association of Serbia, few academics and members of the legal community. The objective is to discuss the following topics, namely: the relevant areas of finance, the existing legal framework and open issues, the importance of adoption of the new Law on Sports, and the aspects of ownership, control and governance in the European football (Andreff, 2009) to be applicable in the Serbian sport business market. This is still research-in-progress. Already indicated are the most important points identified by interviewees and how to implement them. The points of relevance were emphasized on the basis of objective criteria (past record, support in public, assets, etc). The coming research is expected to yield a body of facts that should afford conclusions to be drawn as to the best strategy to be suggested for privatization of the Serbian football.

References

Managing interorganisational links in sporting goods industries - the case of sailing clusters

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Introduction
Manufacturers of sailing equipment tend to be co-located in clusters (Chetty, 2004; Gerke & Benson-Rea, 2012; Glass & Hayward, 2001; Sarvan et al., 2012). Location-specific factors attract these firms and other sport cluster stakeholders (e.g., service providers, specialised media, professional sport). Co-located universities and governing bodies can become stakeholders of sailing clusters after discovering the economic impact and innovation potential of the co-located firms (Gerke, Desbordes, & Dickson, 2014). The interorganisational setting of sailing clusters requires firms to develop strategies determining interaction with their environment (Warren, 1967).

Research Topic
This study investigates behavioural strategies of sporting goods firms. The empirical contexts are the bilateral relationships and multilateral networks in sailing clusters. The theoretical framework considers the traditional interorganisational behaviours observed in clusters - competition, cooperation, and coopetition - but emphasises positive interorganisational behaviours - collaboration and citizenship behaviour (Gerke et al., 2014; Shilbury, 2000).

Review of Literature
Interorganisational citizenship behaviour (ICB) are discretionary behavioural tactics, enacted by boundary personnel, and not explicitly included in formal agreements that promote the overall functioning of an interorganisational network (Autry, Skinner, & Lamb, 2008). Collaboration is the process of co-creating knowledge through active interorganisational exchange aiming at a common goal (Clarke et al., 2013). Cooperation in contrast is the optimisation of interfirm routines and processes (Dyer & Singh, 1998). Competitive behaviour identifies the industry and its actors as key determinants of firm behaviour due to dependence on the same resources (Astley & Fombrun, 1983; Porter, 2008). Simultaneous occurrence of cooperation and competition is coopetition (Bengtsson & Kock, 2000).

Research Design
A multiple case study investigates sailing clusters in Southern Brittany (France) and in Auckland (New Zealand), and the strategies for interorganisational behaviour of its members. Cases were selected to augment the generalisability of findings through literal replication (Yin, 2009). The unit of analysis is the cluster with interorganisational relationships and networks as embedded units of analysis. Semi-structured interviews, observations, and secondary data were analysed with NVivo coding, content and narrative analysis.

Results
Results reveal that ICB and collaboration are the most common strategies. Advancement, altruism, and loyalty are the most common forms of ICB. Advancement means behaviour that improves interorganisational relationships, common knowledge bases, and interorganisational processes (Autry et al., 2008). Results show that system suppliers, accessories suppliers, and cluster governing bodies engage most in advancement. Advancement is evidenced by an increased effort to form interorganisational links, create jointly new knowledge, and promote the cluster as a whole. Altruism refers to helping each other out in solving problems or acquiring needed skills or knowledge (Autry et al., 2008). Results reveal altruism notably between different accessory suppliers through mutual word-of-mouth recommendation and cost sharing for new technology or facilities. There is also altruism between system suppliers and shipyards through knowledge sharing and interorganisational exchange beyond commercial agreements.
Professional sport teams play a crucial role through their involvement in product development and testing. Finally cluster governing bodies' activities reveal altruistic characteristics, as these aim at improving cluster relationships, processes, and knowledge bases. Loyalty means allegiance to a partner organisation (Autry et al., 2008). Results reveal loyalty in the bilateral relationships between shipyards and their suppliers even in difficult economic times. Discussion Collaboration and ICB are the predominant strategies to manage interorganisational links in both sailing clusters. ICB and collaboration are strategically linked as altruism and loyalty are antecedents of collaboration. Collaboration aimed at product development represents advancement. The findings imply that organisational behaviour and strategy research needs to widen the range of interorganisational behaviour in collective settings from the dichotomous view of competition and cooperation to a multi-dimensional view, taking into account positive interorganisational behaviours - collaboration and citizenship behaviour.
Introduction

Throughout history, sport has been a reflection of society at a specific point in time. Historically, males control the sports field. Thus, the number of females in sport management positions has been limited (Coakley, 2010). The dearth of women in leadership positions in sport has been discussed by international sport governing bodies and national sport organizations and had been researched by over the past 20 years with little change. This phenomenon is not limited to certain countries or sport. The importance of female representation has been recognized even by international sport governing entities. Since 1912 the International Olympics Committee (IOC), has continued to add women's sports for Olympic participation. The 2012 Summer Olympic Games boasted of every country's delegation included a female athlete. The representation of women as athletes is an achievement to be acknowledged as it has experienced incredible growth (Acosta & Carpenter, 2014). The same, however, cannot be said of the representation women in leadership positions in sport as there continues to be underrepresentation of women (Acosta & Carpenter, 2014; Kerr and Ali, 2012). Existing literature suggest a number of reasons for the underrepresentation of women holding leadership positions in sports. This underrepresentation leaves female athletes without role models and/or advocates for young women into the field of sport as a profession.

Methodology

The purpose of this qualitative study was to understand barriers and facilitators of women in leadership roles within sport. Furthermore, cultural influences was assessed as these may be group specific. The sample (N=12) were from Puerto Rico and Spain. Semi-structured interviews were conducted using predetermined questions. However, participants were encouraged to offer information though not directly inquired by the interviewer. Interview questions addressed what the participants perceived as barriers to leadership roles and perceived benefits of women holding leadership roles in sport. Interviews were transcribed verbatim then analyzed by inductive process for emerging common themes. Participant experiences were assessed within each culture, across cultures represented in the sample and throughout the literature. Results The current state of gender equity in Puerto Rico and Spain is explained through descriptive statistics demonstrating imbalanced representation. Results highlight barriers to women in attaining a leadership positions such as administrative barriers and women as their own barrier. Also, strategies that facilitate the path for women in attaining a leadership position in sport emerged. Culture influence and traditional practices play a significant role in perpetuating gender discrepancy. The repercussions of this phenomenon suggest a negative impact on present and future society. Studies addressing other countries are taken into account for understanding future implications and solutions.

References

Introducing Imre Lakatos’ Research Programs for Research Synthesis in Sport Management

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Introduction This theoretical paper is touching the problem related to the nature and identity of sport management as a scientific discipline. Based on content analysis of the studies and articles related to the body of the knowledge, research focus and methodologies in sport management, the scientific status of sport management should be further underpinned by the utilization of the one out the most representative attempts of the validation of the scientific knowledge - Methodology of Scientific Research Programmes as introduced by Imre Lakatos (1978) and the author is discussing its appropriateness in the light of the context of the sport management.

Literature review There is an ongoing discussion led by scholars in quest to clarify the sport management as a discipline with its own body of knowledge, vocabulary and methodology (Zeigler, 1987; Paton, 1987; Olafson, 1990, 1995; Slack, 1991, 1996; Soucie & Doherty, 1996; Boucher, 1998; Pitts, 2001; Balduck, Parmentier & Buelens, 2004; Skinner & Edwards, 2005; Frisby, 2005; Chadwick, 2009, 2011, 2013; Rudd, Johnson & Burke, 2010; Doherty, 2012, 2013; Chelladurai, 2013). Assessing the whole range of theoretical topics which have been identified in different studies (Parkhouse, Ulrich & Soucie, 1982; Soucie & Doherty, 1996; Pitts & Pedersen, 2005; Pitts & Danylchuk, 2007; Kim, 2012; Ciomaga, 2013), we could state that a body of knowledge generated so far in sport management is organized in clusters around marketing and organizational theory. There has been also a remarkable progress in the number and diversity of scholarly opinions regarding the research topics and methodologies in the field of sport management (Zeigler, 1987; Paton, 1987; Olafson, 1990, 1995; Slack, 1991, 1996; Soucie & Doherty, 1996; Boucher, 1998; Pitts, 2001; Balduck, Parmentier & Buelens, 2004; Skinner & Edwards, 2005; Frisby, 2005; Chadwick, 2009, 2011, 2013; Rudd, Johnson & Burke, 2010; Doherty, 2012, 2013; Naumovski, Sojkov, Naumovski & Naumovski, 2013; Chelladurai, 2013). Theoretical design To capture the complexity of the research achievements in sport management the disciplinary approach described by Renson (1989) and also the suggestions for the research synthesis in sport management proposed by Weed (2005) can be applied, but only to some extent. For further justification of the uniqueness and moreover applicability of the research in sport management, methodology of the research programmes suggested by Lakatos (1978) can be utilized. Hard core of the research programmes - fundamental principles - will be created by the general hypothesis related to sport management issues. The basic assumptions of each research programme will be augmented by the supplementary assumptions (protective belt) which would materialize the definite predictions regarding the phenomenon in sport which is at the core of the respective research programme. Considering the up to date development of the theories in sport management the hard cores could be supplemented by the explicit assumptions and laws and also by the assumptions underlying the initial conditions used to specify particular situations and theories. Supplementary assumptions can be modified so to achieve or improve the match between the predictions of the programme and the results of the observation and experiment. Discussion The appropriateness of the suggested methodology for the collocation of the research in sport management can be justified by the
following arguments: - sport management community can easily reach the agreement of what could be the hard cores for the research programmes (the author suggests to consider as the starting point Chalip's Sport focus research agendas (2006); - methodology respects the initial conditions that specify particular observation which is of a crucial importance in sport context; - modification of the protective belt offers the space for the development of the variety of the theories and methodologies that would be suitable for the research in sport management.
How Norway became a good alpine nation

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Research question: What changes in Norwegian elite alpine, in the period 1984 to 1988 may have been a contributing factor to long-term good results? a) What has changed? Why did the changes happen and how did the changes (processes) occur? b) What led to the changes? In the period 1984 to 1988 big changes happened around the elite team and that was before the good results occurred. The critical incidents both internally and externally before the victories will be studied. By using Pettigrew's contextual approach, we will explain the results of the change process. Pettigrew (1987) looks upon change processes as complex and dynamic way to analyse changes, where processes on different levels are interacting with each other over time. Pettigrew suggests looking at different levels. He divides it into content, context (inner and outer) and process. We will also use Weick og Sutcliffe’s (2007) theory on mindful organizations in order to understand the culture which was established in the alpine team. Weick and Sutcliffe (2007) explains that culture vigilant organizations are characterized by what people expect of each other internally and what they expect of interaction with the external environment. In other word describes the way we do things around here and not what we expect will be done. The theory describes what can keep a group together and sets the standard for what is expected and what needs to change if caution in the organization will remain.

Methods: 5 qualitative, interviews with boss of the alpine elite team (an Austrian, interview in German), alpine committee chairperson, person responsible for physical training, ski coach, and an employee of ski administration were done. The interviews were transcribed, and observations done in the actual period because one of the authors was a coach. Supplement was document studies. Both open and theoretical coding were done. The results are analysed in view of the two different theories. Pettigrew's change theory about how the process are created, implemented and who was the key actors. Weick & Sutcliffe's theory explain how organizations deal with the unexpected. From the coding four areas emerged that were important: 1) Impulses from Europe, 2) Arena for performance development, 3) access to resources and services, and 4) incorporation of culture. The first element is related to the key actors involved in changing the structure and incorporate culture against a system that gave practitioners a better framework to perform at an international level. The contents of the second change involves the arena of performance. Being able to train in the same way as the rest of the world was one of the goals of the new management. The third focus is directed towards critical events that were significant for changes. The fourth focus was collective mindfulness which consisted of preoccupation with failure, reluctance to simplify interpretations, sensitivity to operations, commitment to resilience and respect for expertise (Weick, 1999). After 1992 Winter Olympics in Lillehammer the national team took medals in all Olympic Games until 2011.
Sponsorship and ambush marketing recognition during the 2012 UEFA European Championship

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Background: The brand recognition of sponsors not only demonstrates the effectiveness of sport sponsorship but is also a goal of marketing communication. Ambush marketing, which has become a significant problem for sponsors and organizers of sport events, poses a threat to marketing communication. The aim of the study is to examine brand recognition of official sponsors and ambush marketers during the 2012 UEFA Euro Championship. Methods: We carried out sample surveys by means of CAPI with a representative group of Poles (N = 1,000) in July 2012. In the analysis we adopted TOMA, UBA, and ABA measures of brand awareness. We then verified statistically significant differences between the analyzed variables by means of a chi-square test of independence. Results: The brand recognition rate of the official sponsors was higher than that of the ambush marketers. However, Biedronka – an ambusher – was the brand most often recalled. In spontaneous brand awareness testing, sponsors achieved higher scores; in aided brand awareness testing, the ambushers performed better. Conclusions: Companies that used various communication channels and ways of promoting that referred to the UEFA Euro 2012 achieved the highest scores in brand recognition tests. Due to the fact that the consumers confused the sponsors and the ambush marketers, it is recommended that information campaigns on ambush marketing and its related threats be conducted. Moreover, sponsors of major sport events should emphasize their involvement in - and connection with - the event by increasing their promotional campaigns directed towards target groups. Keywords: brand recognition, sponsorship, ambush marketing, UEFA Euro 2012.
Second Screen Consumption Behavior: An Asynchronous and Synchronous Analysis of Quadrant Clusters

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The growing number of consumers utilizing smart phones, tablet computers as well as other digital platforms to augment the spectator experience has created new activation platforms for properties and sponsors (IEG, 2012). In fact, the emergence of second screen devices e.g., smartphones and tablets, is fundamentally changing the way spectators engage in the sports forum. Second screen alternatives represent a huge extension of the connected fan experience, creating a personal community, digitally and physically connecting and engaging the consumer. Today's consumers want to be engaged, demanding up-to-minute-platforms that provide exclusive content, statistics and interactive forums based upon live, on the field, action. Engagement not only extends brand support but also provides consumers with the opportunity to have real-time interaction enabling the procurement of exclusive content and an aforementioned sense of belonging (Lyberger, 2012). Therefore, marketers must personalize content to accommodate profile, language, profession, or interest base on friends and preferences (Copas, 2014). The optimal interactive exchange should be inferred by what consumers and their friends like, not by what others expect one to pay for. Although the user interface represents huge revenue-sharing opportunity, corporations should be mindful of cultural exchanges and their impact on marketing networks. Though they should exploit impulse actions, at the same time it is important for sponsor and sponsees to not only know what they are watching or interacting with, but understand it. It should focus on how consumers and their friends are engaging. In today's environment vary few find navigating difficult however, texted based and incompletely integrated social networking activations in sport are still very rudimentary. In fact, a number of technical barriers have been identified. Most cited issues relate to connectivity, content not optimized for smartphone, screen size, and difficulty in locating content online.Traditionally, building brand equity has been a primary objective of many marketing tactics including advertising and sponsorship (Aaker, 1996, Keller, 1993). With second screen, spectating and TV viewing is becoming social and interactive. Now more than ever, brand marketers must have a vested interest in the broadcasts of sports and enhancing the fan interactive experience, as well as the realize the importance of increasing the rights fees to sports organizations (McCarthy, 2013).IBM predicts that by 2016, eight out of every ten people will utilize some form of mobile devise as a primary interface with the world of information (Copas, 2014). A study by Nielsion (2012) found that not only are sports fans more likely to own mobile devises, but they frequently use them to multi-task while consuming sports content. Fans can enhance their consumption experience by utilizing second screen devises simultaneously while spectating or viewing television programing - to access statistical information, view different camera angles, and discuss the event with friends and experts via social media (Jenson, Walsh, Cobbs & Turner, 2014). A 2014 CEA report identified that 79% of consumers access a second screen while watching TV with the smartphone being...
the most commonly used devise (CEA, 2014). Millennials (age 13 to 34) are among the heaviest consumers of both synchronous and asynchronous program content. Nearly all second screen viewer’s access asynchronous program content, either right before watching, right after watching, or between halves, quarters, episodes or seasons. This access provides a strong opportunity for brands to increase loyalty and keep viewers engaged (CEA, 2014). However, to date only 42% of second screen users have tried synchronizing their content experience to live event or live television audience. Although the majority of users said the synchronized content makes viewing more enjoyable, it is considered less of necessity. Consumers utilizing synchronized content generally find it fun to use and are more connected to spectating experience. Therefore, significant opportunities to improve synchronized program content offerings exist however; there is a need to define consumer preferences. Data analysis will consist of both multi-level and pattern coding. A preliminary identification of factors contributing to consumer spectating preferences will be identified. Preferences as they relate to demand and duration of engagement will also be presented. Engagement strategies are an important part of any marketing and sponsorship platform, and in the current environment where there is strong competition for retaining sport consumers, identification of consumer preferences as they relate to preferred alternatives, can provide sport sponsors and properties an opportunity to strengthen and further integrate social and sport mediums. This will add to the increasing body of knowledge defining marketing and sponsorship activation. The presentation will focus on the findings of the study along with a discussion of implications for sport managers.
In recent years, there has been an increase in the amount of cases coming before the courts of Ireland arising from violence occurring during Gaelic Athletic Association (GAA) events. While violence in sport is not a new phenomenon, in Ireland, the victims of sporting violence tended to leave the administration of justice to the sport’s governing body. As a result of this, the GAA has generally been acting in a quasi-judicial role when determining the outcome of sports related violence. However, over the last number of years, more and more cases are coming before the courts directly from the playing fields of Ireland. The sporting omerta that once prevailed has slowly begun to unravel and the concept that 'what happens on the pitch, stays on the pitch' is now becoming more and more redundant. This paper will examine the recent Irish decisions on sporting violence. A comparison with a similar jurisdiction in the United Kingdom will show how the Irish approach thus far would seem to be 20 or 30 years behind its UK counterparts regarding both development of the law and in particular the theory of playing culture and also in the area of sentencing for criminal assaults that occur on the field of play. The paper will also examine why there criminal law has had to become more involved in the area. Is this due to the games themselves becoming more violent over time or is it due to the ineffective internal disciplinary measures of the sport’s governing bodies. Finally, the paper will propose an internal solution as to how the GAA could reduce the encroachment of the criminal authorities onto their traditional jurisdictions. While the law doesn’t stop at the touchline and depending on the seriousness of the incident it does still have a role to play, a stronger and more transparent internal disciplinary process could reduce the amount of cases coming before the courts.
Olympic legacy and Sports event management: the case of the Foro Italico

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The Foro Italico, in Rome, is the place that annually hosts major international sporting events in Italy: Tennis ATP and WTA World Tour, Rugby Six Nations Tournament, Athletics Diamond League Meeting (Golden Gala), Swimming international meeting (Sette Colli Trophy), Volleyball World League Tournament. He also recently hosted the final of the UEFA Champions League, and the Beach Volleyball World Championships. In our opinion, the Foro Italico is a case study of managerial good practice, for the following reasons (analyzed in the paper on the basis of data collected by Coni Servizi, managing body of the Foro Italico): 1) Investment in plant and equipment (e.g. new tennis stadium and its multi-functionality) 2) Event Management (revenue growth, increasing in viewers, innovations in marketing & corporate hospitality). 3) Taking care of historical legacy from the Olympic Games Rome 1960 (this aspect shows that it is possible to design equipment for sports mega-events having in mind their future use, a topic of great importance today). In the second part of the paper we try to understand how the architectural beauty of the Foro Italico (we remind the recovery of the Casa delle Armi designed in 1936 by architect Luigi Moretti) could be an important factor in spectators' experience during sport events, and how much in terms of marketing strategies this beauty increases spectators' loyalty.
Fans Responses Analising at the Ice Hockey World Championship Minsk 2014

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RESEARCH KEYWORDS sport events, spectators, world championship, customer satisfaction, fan responses

ABSTRACT

The 78nd Ice Hockey World Championship 2014 held in Minsk the capital of the Republic of Belarus. A lot of people in the world learned about the country as opened, hospitable and friendly one. Fans from 69 countries came to Minsk. 643,434 fans have visited the tournament. Absolute record of visiting matches of ice hockey world championship, fixed by IIHF, was achieved after ¼ final round - 582,032 spectators. 2,5 million guests took part in different events at two ice hockey arenas, two fan zones and three hospitality zones. An extensive cultural program was offered to fans and tourists during the 2014 IIHF Ice Hockey World Championship such as concert programs, theatres, cinemas, circuses, museums, nightclubs and even casino. Along with the Championship investments infrastructure were renewed and new winter stadium was built. What is more important is social impact as the greater number of people will be engaged to sport and fan activity. If social impact counts as benchmark of a successful tournament, the event exceeds all expectations. The purpose of the study is to provide the analysis of the Championship fans' satisfaction.

RESEARCH QUESTIONS

The Ice Hockey World Championship 2014 was unique because it hosted by Belarus first time in the history of the tournament. So we were interested in spectators' satisfaction of the event. It was the aim to search their needs, problems and interests. At the other hand it was interesting to find out the profile of spectators, their preferences for sightseeing, local culture, meal, etc. Some questions were connected with finance possibilities and their behavior as shoppers. Results of the research could be interesting for organization committee, local government and scientific researchers.

THEORETICAL BACKGROUND

A growing body of international research provides insights into the impacts of mega sporting events. Kasimati (2003) summarized the potential long-term benefits to a city of hosting the sport events: newly constructed event facilities, venues and infrastructure, urban revival, enhanced international reputation, increased tourism, improved public welfare, additional employment, and increased inward investment. Some authors (eg. Preuss, 2004) approve that the economic benefit of the tournaments is often overestimated too optimistically. Despite the years of scientific debates there is no one suitable model for the analysis (M.D. Turco). As a base for the spectator' satisfaction evaluation we choose methods proposed by international standard ISO 10004:2012 - Quality management. Customer satisfaction. Guideline for monitoring and evaluation.

RESEARCH DESIGN AND DATA ANALYSIS

In an effort to investigate the general issues and give the theoretical overview the desktop analysis of academic literature was used. During the Ice Hockey World Championship 2014 the research team interviewed spectators at the Minsk Arena and Chizhovka Arena. The survey was 25 questions long and took on average 5-10 minutes to complete. 65% of the survey participants discussed and explained their answers and impressions with the interviewer longer than 15 minutes. During two days of the championship 200 surveys were completed. In addition to the "face to face" blanc questionnaire offline study were held using "surveymonkey" application (not included to this study). The primary results were analyzed using statistic software to validate the reliability of the data using self-correlation method. RESULTS, DISCUSSION AND CONCLUSIONS. The survey
covers such categories of spectaculars: individual and family visitors - 78%, staff - 4%, volunteers - 4%, local inhabitants - 18%. Gender: women - 54%, men - 46%. Countries: Russia - 54%, Belarus - 28%, Finland - 6%, USA, Slovakia, Sweden and Ukraine - each on 2%; Latvia, Canada, Check Republic, France, Austria and Italy - each on 1%. Russian regional geography: Moscow - 40%, St. Petersburg - 26%, Ekaterinburg - 8%, Novosibirsk - 6% and others. The most of the recipients are at the age of 20-30 - 85%. Professional profile: managers - 22%, economists - 12%, teachers - 12%, engineers - 12%, programmers - 6%, state and municipal officials - 5%, students - 5%, lawyers - 3%, doctors - 3%, sportsmen - 3%. The most of the recipients (50%) were at the tournament from 3 to 10 days. They spent € 10-500 for the tickets and € 100-3000 for food, souvenirs and entertainment. The study revealed high level of satisfaction - about 100% (more than 7.5 points on 10 grade scale). Some of them (18%) had claims to the accommodation. Some of them (5%) had claims to the service, especially for knowledge of foreign languages. More than 90% recipients enjoyed the volunteers’ services. First of all they highlighted such advantages as friendly atmosphere, respective local people and staff, convenient infrastructure and perfect roads. They sign high level of safety in the country. As for the social impact, the respondents’ desire to do sports grew up to 30% and desire to visit sporting events in the future (50%). The results of the research have sent to the organization committee with analyses of the problems and points of view of research participants.
Introduction. In Team Sports, competition models are often researched, as they usually lead to what stakeholders aim to achieve. In 2002, Morgan compared the North American "Cartels" with the English Premiership "Oligarchy" and the "Hierarchical Governance" of Rugby's southern hemisphere. Later in 2006, Mehra criticized the US Big Leagues "Cartelization", using the English Premiership as an example of Free Market. Finally, Szymanski wrote on 2011 that no one of his knowledge was able to connect sport's "Participation" and a National Team success. This study tried to focus on how Morgan's "hierarchical governance" of the southern hemisphere Rugby unions' competitions helped those national governing bodies coping with the professionalization of the Game, from 1995. Review of literature There were two dimensions on this study: Competition Models and International Strategy. On the first dimension, Morgan, Mehra and Szymansky were the main authors with the main thread followed. But there were several other studies that carried us, as their researches were on something related to competition models and balanced competitions. The second dimension come up as a result of the internationalization built by the three Unions in collaboration, so we followed some International Strategy gurus, to realize if the product "Rugby" was being delivered in a professional management way. Those authors were Ghemawat (2001; 2007), Johanson & Vahlne (1997), Dunning (1997; 2002a; 2002b), Hofstede (1991; 2001; 2014), Wrona & Trzpczynski (2012), Chetty & Campbell-Hunt (2004) and Ries (2012). Theoretical design The method used in this research was a revision on South Africa, Australia and New Zealand (SANZAR) competition models, at all levels, crossed with recent literature on Competition Models and International Strategy, official Unions' sites and sample interviews on some stakeholders from those nations. Results The major problems founded related to Balanced Competitions were labor restrictions that lead to emigration of several SANZAR players on signing contracts for France and United Kingdom clubs. Minor provincial unions also claimed that their provincial "leader" sometimes is unfair on player's selection to play on the professional level. Some racial problems were raised, but the general idea is that rugby is a professional career open to all. Perhaps South Africa's blacks are a little bit behind than Australia's aboriginal and New Zealand maoris, on this subject. The interesting academic hypothesis of a related International Strategy was confirmed on several findings through different theories, between the three Unions, on how to internationalize their product "Rugby". Discussion Apart from the above problems related, it was interesting to verify that power/dependency relationships between the major stakeholders in the network flow with ease, based on the so called "balanced competitions", leading it to a top sport product within the "rugby world".
The impact of changes in financing sports on the management and activities of sport clubs and sport associations

Rostislav Matoušek, University Czech

After the revolution in 1989 and the division of Czechoslovakia huge changes have occurred in the financing of physical education and sport in Slovakia. Conditions for sports have substantially worsened. In 1956, the state transferred the responsibility for physical education and sport to the social organization ČSZTV (Czechoslovak Association of Physical Education). The state has contributed from the state budget: - The construction, maintenance and operation of sport facilities, - The state representation, - Made available the number lottery for the Czechoslovak Association of Physical Education as a source of self-financing, - Physical education units and clubs were funded by state enterprises and agricultural cooperatives. After the formation of capitalism this system has collapsed: - State enterprises and cooperatives were privatized, - The state contributes only the state representation and with a very difficult administrative system for which the sport clubs and unions are not prepared, - The number lottery has become state-owned and its revenues have become a source of state budget - Operation, maintenance and construction of sports facilities have been transferred to the cities, but with minimum budget. The result of all this is a massive breakdown of physical education units and clubs, abolition of sport facilities - their replacing with new buildings and the overall decline of sports. Keywords: Changes in financing sports, the state input into the sport, decline of sports, unequal opportunities for sport activities
The Elite Performance Index: a tool for measuring success in Portugal
Loïc Pedras, Lusophone University

The Elite Performance Index (EPI) is a tool for measuring elite sport results. The purpose of the EPI is to provide the Portuguese sport system with a tool for measuring elite sport results. The EPI is based on similar indices from Belgium (De Bosscher, Sotiriadou & Van Bottenburg, 2013), Netherlands (NOC*NSF, 2003), Canada (Sport Canada, 2003) and the United Kingdom (UKSport, 2002) improving comparison between sports and decreasing the competitiveness differences among the major events.

Research method
The EPI evaluates the top 8 places in Olympic Games (OG), World (WC) and European Championships (EC) in OG events only and from 1996. All 26 sports from the 2012 London OG Program were calculated as follows:

1. Base points (2 ways):
   - Top 8 places: 10-8-6-5-4-3-2-1 points;
   - Winner-final-semi-final-quarter final: 10-8-5,5-2,5 points.

2. Event Factor
   - OG and WC multiplies by 4
   - EC multiplies by 4, 3 or 2 if in the previous WC or OG the number European athletes in the top 8 is more than 6, between 4 and 6 or less than 4.

3. Sport Dimension Factor
   - Points earned in one event are replace by the same event

   Points are divided by the number of medal events within that sport.

Figure 1 shows the calculation of the EPI of the Portuguese results between 1996 and 2013.

There is a negative trend since in recent years (since 2007) though still better than the 2004 Athens OG cycle. Table 1 shows that in approximately one third of the analyzed sports have never won a single point and there is close balance between the number of sports in positive and negative trend.

Table 1: Portuguese EPI trends by sport

<table>
<thead>
<tr>
<th>Positive Trends</th>
<th>Negative Trends</th>
<th>No points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canoe Athletics</td>
<td>Archery</td>
<td>Rowing</td>
</tr>
<tr>
<td>Sailing</td>
<td>Badminton</td>
<td>Cycling</td>
</tr>
<tr>
<td>Judo</td>
<td>Basketball</td>
<td>Gymnastics</td>
</tr>
<tr>
<td>Fencing</td>
<td>Table Tennis</td>
<td>Tennis</td>
</tr>
<tr>
<td>Football</td>
<td>Handball</td>
<td>Modern Pentathlon</td>
</tr>
<tr>
<td>Triathlon</td>
<td>Shooting</td>
<td>Triathlon</td>
</tr>
<tr>
<td>Swimming</td>
<td>Weightlifting</td>
<td>Swimming</td>
</tr>
<tr>
<td>Volleyball</td>
<td>Wrestling</td>
<td>Volleyball</td>
</tr>
</tbody>
</table>

Conclusion
The EPI revealed that although there is a balance between sports with positive/negative trend and the fact that the majority of the positive trends have started in the 2012 London OG cycle, the overall trend has been negative for almost 6 years in a row. These results should indicate urgent policy change to correct course and may the EPI be the tool to guide that needed change and show their effects.

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Effects of hosting an international sport event on tourism destination: A test from China

Chao Qi, Shanghai University of Sport

Mega sporting events have typically been viewed by host cities/countries as opportunities to boost the tourism and grow their economies. As a consequence of reform-and-opening, China is seeking the new engines for economic development. The 2008 Beijing Olympics and Shanghai Formula One car racing have accelerated local governments' interest in sport sponsorship. This paper analyzes the experience of Sanya as a sponsor and home for one leg of the 2011-2012 Volvo Ocean Race. Sanya is the southernmost city in China with beautiful coastal scenery. It is considered by local residents and tourists to be the "Hawaii of the Orient." This study aims to:——analyze the economic impact of hosting the Volvo Ocean Race on the Sanya's tourism and economy.—-discuss reflections on perspectives of international sports sponsorship from tourists, citizens and the government.—-explore what the Sanya experience in the 2011-2012 Volvo Ocean Race means for other Chinese cities and regions contemplating the sponsorship of professional sports events.

This paper uses a strategic case study and secondary data to test whether the Volvo race has a measurable effect on tourism and economic development in Sanya. The research specifies the ways in which Sanya's hosting of the 2011-2012 Volvo Ocean Race resulted in social and economic outcomes. A quasi-experimental research design is used, with surveys and interviews of local residents both before and after the event. Critical analysis is also conducted of official government data and reports, as well as newspapers and periodicals, and relevant internet sites. Practical implications and future research directions are suggested.

Conclusion: The common strategy of using sports events to promote tourism and economic development does not fit Sanya very well. In this case, international race hosting did not contribute to increasing the international tourism—it even had very limited positive effects on domestic tourists. In addition, the Volvo race significant boosted the fixed asset investment in Sanya, but had no significant effect on tourism revenue and social consumption. For the local government, hosting an international sports event was a symbol of getting the political performance and showing the greatness. For the elite and urban regime, more attention was paid to their marketing strategy than the race itself. Displacement, pollution, price pressure and continued poverty were the only things left for local residents after the events. The high local price, shortage of public facilities, cheating tourist repeatedly and low level of tourist service had replaced the beautiful coastal scenery become the important problems that tourists worried.
"Sport for All & Elite Sport relations in triathlon - Post-Soviet & European cases"

Andrey Adelfinsky, Moscow State University

Introduction. The focus of this study is sport as a system of socio-economic relations, based on triathlon case. There is little papers available on the some social and economic aspects of triathlon (Case, Branch 20011; Milne, Dickson, Buch 2006; Phelps 20062; Baumann, Matheson, Muroi 20093; Wicker, Hallmann, Prinz, Weimar 20124). The economics of sport participation and grassroots sports is not popular theme in the special literature (Andreff 20105). Our goal is to present general overview of socio-economic models of sport, based on two cases: triathlon in Russia and in Western Europe. And to emphasize relations between Sport for All and Elite Sport in this discipline.

Materials and methods. To refine our hypothesis about two different models we used various methods, including quantity analysis of available statistics, budgets & expense statements etc., participant observations from volunteer to sport officials; interviews with event organizers, race directors, sport officials etc; Results. Based on statistical data, collected from official results of triathlon events, we demonstrate the difference between Russia & West European cases. The main parameters of major events in Russia (Russian Champ) and in Western Europe (World Champ, Hamburg) presented in Tab.1. We try to explain this difference via theoretical models. We emphasize the existence of two models of sport with regard to the same discipline - "late-Soviet/post-Soviet" in Russia (Fig.2) and "Iceberg" model in Western Europe (Fig.3). The first has already been described by Soviet authors (Ageevets, Orlov 19836 in Marxian tradition as a system of "non-commodities production", where "the subject of labor" were "Elite athletes" and "Sport-for-All athletes". While in other studies argued that the Soviet sports industry gradually replaced the "production of Sport-for-All athletes" by "production of Elite athletes" (Isaev 20027). We argue that Russia inherited from the USSR this sports development model. We argue that the primary "product" of triathlon are the participation in the sport (events, competitions, various sports activities and a healthier way of living); an adult amateur sportsmen is its "buyer". Amateurs create demand for sports equipment and related services. Triathlon related businesses are, in its turn, interested in the Elite/Pro segment of triathlon as its serves as a very powerful marketing tool. Thus, creation of entertainment out of triathlon - is a by-product of mass participation.

Conclusions. We argue that Russia inherited from the USSR the unprofitable "Post-Soviet" model, whose sole purpose is the production of Elite athletes. But in the developed countries in recent years an alternative "Iceberg" model is being actively developed, which implements a more cost-effective Sports-for-All approach. Even with the comparable level of government subsidies the "Iceberg" model provides more resources to the segment of high performance sports. Its implementation will not only achieve the Sport-for-All purpose, but will also help to sustainable develop elite sports.
Careers pathways in Swedish elite sports

PG Fahlström, Linnaeus University

Göran Patriksson, Linnaeus University

Introduction
This paper focuses on part of an interview study with Swedish top athletes. The main aim of the project was to describe; (1) the perceptions and experiences of the road through the elite sports career, (2) experiences of the transition from elite sport to a post retirement life. This paper however highlights on the sport background of the athletes. The sport talent discourse is dominated by the controversy regarding early specialization or sporting diversification and sampling (Cote & Fraser-Thomas, 2007 and Bridge & Toms, 2012).

The purpose of this sub-study was to study sport career pathways of Swedish national team athletes.

Method
A number of 36 athletes were interviewed (26 men -10 women) all with experience of top-level sport on international basis. One third of the group had finished their career before and in the 1990s and the others in the 2000s. The respondents represented various sports. The issues discussed highlights the aims of the study, and the questions where formulated to grasp the essence of the respondents experiences.

Results
The study identified several different paths to the national team. Beside the two dominating paths the results showed different nuances and individual pathways including early sport choice but with early or late specialization as well as later sport choice with or without sampling periods. These results are corresponding with other recent studies (see for example Storm et al 2012).

Discussion
The findings in this study indicate that the talent programs and talent identification systems have to be more flexible to match the different individual pathways to elite level. The standardized talent programs and the traditional talent "stairways" are discussed since they run the risk of missing talents who don't seem to fit expected sport activity patterns.

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INTRODUCTION
Organizational effectiveness is one of research topics in organizations for more than several decades and all of them are trying to reach structural effectiveness and change their procedures (Chelladuray & Madella, 2006). However, experimental studies have not still attained a general theory regarding organizational effectiveness, even though the construct of effectiveness is widely studied in organizational literature and among researchers it is considered as main subject in organizational analysis (Goodmann & Pennings, 1980). Construct of effectiveness is a challenging issue among profit and non-profit organizations and there is no general description due to lack of agreement regarding organizational effectiveness. Comments multiple and conflicting definitions and constructs organizational effectiveness challenged the most important of them regards effectiveness as a scale or extent by which an organization achieves its goals. Hence, the aim of this study was prioritization factors of organizational effectiveness in Iraqi basketball federation based on the approach of Quinn and Rohrbaugh's (1983, 1983) competing values theory. Organizational effectiveness one of the underlying structures in management and organization theory (Goodmann and Pennings, 1980 Baruh and Ramalho in 2006). Background: Many researchers investigated the structural effectiveness in effectiveness sport organizations, such as Shilbury & Moore (2006) Papadimitriou (2007), Balduck (2009) eydi (2012), and Ibrahim (2013). Methodology: This survey is a descriptive and measurable one. Statistical society of present study included 47 subjects ranging from chairmen, expert staffs, players national team, and national referees, which are selected non-randomly and purposefully. We used organizational effectiveness questionnaire taken from Eydi (2011), and LISREL software version from 8/50 for confirmatory factor analysis to verify the relationships between the factors. Results: confirmatory factor analysis showed that eight factors have a direct correlation to organizational effectiveness in the Iraqi basketball federation which respectively expert human resources (.96), stability (.95), productivity and employee's cohesion (.94), organizational interaction (.93), planning (.91), organizational flexibility (.89), and organizational resources (.79) have highest load factor (relation) with the Organizational Effectiveness. Conclusion: According to the study, Iraq's basketball federation with Focus on specialist force Selection, Stakeholders satisfaction, Cooperation between the staff and volunteers, reward good, Interaction with the media, stakeholders and research centers Sports, Strategic Plan, Identify opportunities, Financial Resources, Manpower, having international seats and sports infrastructure for hosting sporting events can achieve organizational goal themselves. Keywords: Organizational Effectiveness, Competing Value Framework, Iraq basketball federation. References[1] A. Ibrahim, M. Hamatineghad, R. Ramezanineghad, H. Eydi, Organizational Effectiveness of Iraq Sport Federations, Sport management international journal, Choregia, 9 (1) 70-85, 2013.
Sport Management Trends in Africa: Opportunities and Challenges

Mombi Thairu, University Monzambique

Africa has the fastest growing economy in the world (Berman, 2013) and is projected to have a larger and younger workforce than that of China or India by 2050 (Surianarain, 2014). Business friendly policies, increasing urbanization, a growing and better educated work-force and expanding consumer spending are creating opportunities for many industries including the sport management industry.

Africa’s sport management industry has experienced rapid growth in recent years. Sports marketing firms have sprouted across the continent as more sports organizations hire experts to market their events. Companies offering adventure sports such as rock-climbing, rafting and canoeing are becoming common and cater to the expanding African middle class that clamsors for non-traditional entertainment venues on the weekends. Many African governments are promoting sports tourism both at the local and intra-continental level. There has been a proliferation of media companies targeting the growing middle class. In addition, in recent years, global sports companies such as Octagon and NBA have entered the African market.

Owing to the fast growth of the sport management industry, there has been an increase in demand for skilled labor. Unfortunately, very few universities in the continent currently offer sport management degrees. The University of Johannesburg in South Africa is one of the few universities in the continent that offer sport management degree programs as an independent discipline. There is a desperate need for sport management educated professionals, hence the need to establish an association in line with the practice in other continents of the world to help solve the challenge.

In June 2010, the African Sport Management Association (ASMA) was formed at Kenyatta University, Nairobi, Kenya, during the 17th Biennial Conference of the International Society for Comparative Physical Education and Sport (ISCPES). ASMA has held two international conferences since its inception. The African Sports Business Association (ASBA) was formed in December 2013.

ASBA is in the process of creating a partnership with the Management University of Africa (MUA) to help establish a Sports Business Management and Training Centre (MUA-SBMTC). ASBA is also in the process of partnering with Mount Kenya University to assist in designing a sport business curriculum. Mount Kenya University is one of the fastest growing private universities in East Africa.

With the formation of the African Sport Management Association (ASMA) and the African Sports Business Association (ASBA), we expect to see more African universities offering sport management degrees. Thus, the growing sport management industry will have skilled labour to meet the rising demand of the growing African economy.
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POSTERS

Abdoleza Nabatchian, Iran Sports Medicine Federation (IFSM)

The aim of this research is surveying customer satisfaction at the Sports Medicine Federation of the Islamic Republic of Iran (SMFIRI) based on the Quality Management System (ISO-9001-2008) standards. The statistical population of the research covered all the SMFIRI staff and members (N=2,900,000) of 30 SMFIRI subsidiary boards, benefiting from the medicare, rehabilitation, nutrition counseling, psychological and educational services of the Federation. To determine the sample size the Cochran formula with 0.05 percent default was used. Under the formula, the sample size was set to consist 960 people. However, 1000 questionnaires were distributed on simple random sampling method and finally, 969 ones were returned and were analyzed at the end. To collect the data, the researcher-made questionnaire, being based on the international standard model of ISO 9001:2008 Quality Management System was used. The questionnaire included 14 questions, focusing on customer centeredness, design of procedural improvement, facilities and service assessment. The criterion of evaluation of the questionnaire was the 5-item Likert Scale and the scoring method ranged from 1 to 5. The content validity of the questionnaire was obtained by seven sports management professors. The fundamental research on 15 samples, pointed to reliability of the questionnaire using the Cronbach's \alpha (alpha) of 0.84. The research method at hand is descriptive in nature, conducted on the field basis. To analyze the data, the researcher used a number of descriptive indices and statistical tests of KMO, exploratory factor analysis, confirmatory factor analysis, the Freedman test, One-Sample T Test through the SPSS and LISREL software. The results obtained showed that the aspects of customer centeredness, design of procedural improvement, facilities and service assessment had positive and significant impact on customer satisfaction. The results also proved that the mean of significance of the score of customer centeredness was less than the hypothetical mean. Also the ranking of the factors influential in customer satisfaction was as follows: Customer centeredness, service assessment, facilities and design of procedural improvement. In the meantime, there was positive and significant relation among customer centeredness factors. Finally, it can be concluded that if the SMFIRI manages to present a proper and right image of the factors influential in customer satisfaction, it would be times more successful in benefiting from the positive results of using different customer satisfaction.

Keywords: Customer satisfaction, service quality, ISO 9001-2008 Quality Management System, SMFIRI
Residents' Perceived Impacts of the 12th Chinese National Games on Sport Participation

Yizhou Qian, Shanghai University of Sport

From its inception in 1959, the National Games of the People's Republic of China (hereafter referred as 'National Games') as the largest domestic sport event held in China has grown through many stages. In its early years, the event was supported and organized by the Chinese central government and staged for elite athletes to compete and showcase, with an aim to prepare for the upcoming Olympic Games. Although hosting the event is still largely relied on government assistance, the most recent decade has seen a strategic shift of the National Games from an elite sport model to concentrate more on mass sport participation, an indication of a gigantic move from high-performance competition to grassroots sport participation. Amid expectations and doubts over this reform, the 12th National Games was held in the northeastern city of Shenyang in 2013. The purpose of this study was to assess the impacts of the 12th National Games on sport participation perceived by the residents in the hosting city of Shenyang. Through a comprehensive review of literature, a survey form was formulated to be applied for pre- and post-event test administration, which included items measuring a resident's knowledge, awareness, sport participation, and satisfaction toward sport program and facility offerings. Respondents (N = 200) were a sample of adult residents in the host city. Conducting factor analyses with principal component extraction and varimax rotation for the pre- and post-event versions, three factors consistently emerged for the perception variables in the survey form, which were labeled as Psycho-Cognitivity, Activity-Participation, and Provision-Satisfaction. Descriptive statistics and one-sample t-tests revealed that the residents considered the national sport event had positive impacts in their understanding, interest, and participation of sport activities, and they also considered the event had helped elevate the provision of sport programs, instructions, facilities, and services. Nevertheless, tests of intercorrelations between pre- and post-event factors revealed that the three pre-event factors were significantly (p < .05) predictive of the three post-event factors, indicating that respondents with positive perceptions on the three factors before event tended to have more positive perceptions toward these areas when assessed post-event, suggesting a carry-over effect between survey periods in addition to the direct impact of the Chinese National Games. Further discussions are made on the theoretical and practical implications for making a good use of large-scale sport events to promote physical activities, active living culture and life-style, and nurturing environments for sport participation by urban residents.

Keywords: resident perceptions, large-scale sport event, sport participation, impact study
Assessing the Impact of Service Quality on Customer Satisfaction: A Case of Golf Industry in South Korea

Boyun Woo, Endicott College

As golf has gained its popularity in South Korea, the number of participants has increased greatly over the years. However, according to Korea Golf Course Business Association (2013), the increase in the number of golf courses has been outgrowing the increase in the number of participants in recent years, fostering competition among the golf courses for market share. Therefore, it is important for golf course managers to identify important factors that affect customer satisfaction. One of the factors that is frequently discussed in the literature regarding customer satisfaction is service quality. Previous studies note that customers' perceived service quality is significantly associated with customer satisfaction, which in turn leads to loyalty (Baker & Crompton, 2000; Woo, 2004). According to Parasuraman et al. (1985), service quality is determined by "a comparison of consumer expectations with actual service performance" (p.42). When customers evaluate the service quality, they evaluate multiple aspects (Chelladurai & Chang, 2000). Langeard et al. (1981) suggested that there are three components of the service customers evaluate. These include inanimate environment, service personnel, and a bundle of service benefits. Reflecting these components and the golf environment in South Korea, Yeo et al. (2010) found that there are 7 attributes that compose the service quality in golf industry in South Korea: convenience of website reservation system, accessibility, course difficulty, cost, physical environment, caddy competency, and employee service. The purpose of the study was to examine the influence of service quality on customer satisfaction among golf participants in South Korea and to determine unique contribution of individual attributes on customer satisfaction. The data were collected from 609 participants at different golf courses in South Korea. Seven attributes of service quality were measured using 21 items developed by Yeo et al. (2010). The attributes and the items were adapted to reflect the golf environment in South Korea. Customer satisfaction was measured using a 3-item scale developed by Oliver (1993). All the items were measured using a 5-point Likert scale. Cronbach's alpha coefficients for each subscale ranged from .73 to .92 satisfying the recommended values of .70 by Nunnally and Bernstein (1994). Simultaneous multiple regression analysis was used to capture the significant attributes influencing customer satisfaction. Customer satisfaction was regressed on the 7 attributes of service quality. For the overall model, F = 59.71 and was highly significant with p < .001. The results demonstrated that service quality attributes all together explained 40.5% of the total variance (R2 = .412, adjust R2 = .405) in customer satisfaction among golf participants in South Korea. In terms of the individual attributes of the service quality, caddy competency, accessibility, physical environment, and cost had significant contributions to customer satisfaction (p < .001). The results of the study will help golf course managers in South Korea to understand important service quality attributes and guide them in developing strategies for enhancing services provided to customers. Detailed theoretical and practical implications of the study will be discussed in the presentation.
References


Table 1. Means, Standard Deviations and Correlations among Variables

<table>
<thead>
<tr>
<th></th>
<th>CS</th>
<th>WRS</th>
<th>ACC</th>
<th>CD</th>
<th>COS</th>
<th>PE</th>
<th>CC</th>
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<tbody>
<tr>
<td>M</td>
<td>3.64</td>
<td>3.42</td>
<td>3.48</td>
<td>3.49</td>
<td>2.92</td>
<td>3.70</td>
<td>3.71</td>
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<td>SD</td>
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<td>WRS</td>
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<tr>
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</tr>
<tr>
<td>CD</td>
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<td>0.19</td>
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<td>0.42</td>
<td>0.42</td>
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<td>ES</td>
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</tr>
</tbody>
</table>

Note. CS = Customer Satisfaction, Website Reservation System, ACC = Accessibility, CD = Course Difficulty, COS = Cost, PE = Physical Environment, CC = Caddy Competency, ES = Employee Service. * p < .05 (two-tailed); ** p < .01 (two-tailed)

Table 2. Simultaneous Regression Analysis of Customer Satisfaction on Attributes of the Service Quality (N = 609)

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>SE</th>
<th>B</th>
<th>β</th>
<th>t</th>
<th>p</th>
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<td>.043</td>
<td>.104</td>
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<tr>
<td>Cost</td>
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<td>.025</td>
<td>.118</td>
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<td>.001</td>
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<td>.038</td>
<td>.154</td>
<td>4.010</td>
<td>.000</td>
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<tr>
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<td>.045</td>
<td>.211</td>
<td>4.532</td>
<td>.000</td>
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<tr>
<td>Employee Service</td>
<td>.143</td>
<td>.051</td>
<td>.131</td>
<td>2.774</td>
<td>.006</td>
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</table>

Note: R² = .412; Adjusted R² = .405; F = 59.71, p < .001; Standard error = .539
The Influences of Volunteer Motivations on Satisfaction at a Sporting Event: The Differences between Intention and No-Intention to Continue Volunteering Groups

Hyejin Bang, Florida International University

Volunteers are an important set of human resources for many sporting events. Without volunteer contributions, various sport programs and services provided at sporting events would be limited or unsuccessful (Bang, Won, Kim, 2009). Moreover, considering a large number of volunteers engaged in sporting events, the monetary value of volunteers makes an important contribution to sporting event organizations. Thus, understanding volunteer motivations that influence satisfaction is imperative for developing effective volunteer recruitment and retention strategies. Nel et al. (2001) argued that a motivated individual is always aware of the fact that a specific goal must be achieved, and would direct his or her effort at attaining that goal. If people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied (Bateman & Snell, 1999). Accordingly, matching motivations with expected outcomes could lead to satisfaction with volunteer experiences, which in turn has a positive influence on their intention to continue volunteering for future sporting events. The purpose of this study was to examine (a) the influences of volunteer motivations on satisfaction in the context of large-scale sporting events and (b) the differences in those influences between intention and no-intention to continue volunteering groups.

A sample of 254 individuals who volunteered for Medtronic Twin Cities Marathon, an annual marathon event in Minneapolis-Saint Paul, Minnesota, USA, participated in the study through a web based survey. The survey consisted of three parts. First, seven dimensions of volunteer motivation were measured using Bang, Alexandris, and Ross’s revised version of Volunteer Motivations Scale for International Sporting Events (VMS-ISE, 2009): expression of values, community involvement, interpersonal contacts, career orientation, personal growth, love of sport, and extrinsic rewards. Second, volunteer satisfaction was measured using 5 items related to satisfaction with overall volunteer experiences and the volunteer tasks. All those items were measured using a 7-point Likert-type scale. Lastly, one item asked whether the participants intended to volunteer for the following year's event, requiring a yes or no answer.

Stepwise multiple regression with backward elimination was conducted to predict volunteer satisfaction from the seven motivations. The final model retained community involvement, career orientation, and extrinsic rewards, and the predictors and the model were statistically significant (See Table 2). The participants were then divided into two groups by intention and no-intention to volunteer for the future sporting event, and employed separate multiple regression analyses. For the group of intention, the final selected regression model included four significant predictors, community involvement, career orientation, extrinsic rewards, and love of sport (See Table 3). For the group of no-intention, expression of values and interpersonal contacts were included in the final regression model (See Table 4). Table 1 presents the means, standard deviations, and correlations among all variables. This study provides preliminary evidence that volunteers are satisfied with their volunteer experience when certain motivational dimensions are fulfilled, thereby increasing their intention to continue volunteering for future sporting events. In addition, the results revealed that there
were differences in those influences between the intention group and the no-intention group.

References

Table 1. Descriptive Statistics and Correlations for Research Variables

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<tr>
<th>M</th>
<th>SD</th>
<th>EV</th>
<th>CI</th>
<th>IC</th>
<th>CO</th>
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Note. EV = Expression of Values, CI = Community Involvement, IC = Interpersonal Contacts, CO = Career Orientation, PG = Personal Growth, ER = Extrinsic Rewards, LS = Love of Sport, VS = Volunteer Satisfaction. ** p < .01 (two-tailed)

Table 2 Summary of Multiple Regression Analysis

<table>
<thead>
<tr>
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<td>.06</td>
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<td>CO</td>
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<td>ER</td>
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Note: R² = .17; Adjusted R² = .16; F = 16.87, p < .001

Table 3 Summary of Multiple Regression Analysis for Intention Group

<table>
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<td>2.91</td>
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Note: R² = .16; Adjusted R² = .14; F = 8.87, p < .001

Table 4 Summary of Multiple Regression Analysis for No-Intention Group

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<td>IC</td>
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Note: R² = .52; Adjusted R² = .50; F = 23.44, p < .001
Sports Gambling as Consumption: Evidence from a Time-Series Analysis of Demand for Sports Lottery Tickets

Lunhua Mao, University of New Mexico

Sport lotteries are a form of lottery gambling that involves betting on the results of preselected sport events. Sport lotteries are popular lottery games in much of the world, where they are frequently called Sports Lottery, Toto, or Football Pools. In general, gambling is a zero-sum game. Gambling markets cannot simultaneously yield profits for both parties of gambling participants (Sauer, 1998). Lottery markets are even worse. With a higher take-out ratio compared to other forms of gambling and an extremely low probability of winning, the average expected return on a one dollar lottery ticket is between 40 and 60 cents (Thaler & Ziemba, 1988). Lottery tickets are evidently a type of "negative asset," and usually a poor investment for any rational economic agent whose goal is to maximize their expectation of return. Yet, droves of people continue to buy lotteries, anyway, violating the standard economic assumption of rationality and risk-aversion in human behavior (McCaffery, 1994; Quiggin, 1991). Furthermore, the coexistence of gambling and insurance purchases constitutes a paradoxical phenomenon that has attracted much scholarly interest. Scholars working in the separate disciplines of psychology, economics, and sociology, among others have explored the phenomenon. This has led to two broad categories of explanation: rational versus irrational. The stream of rationality of lottery gambling has focused on the consumption value of lottery play (Conlisk, 1993; Forrest, Simmons, & Chesters, 2002), lottery play as motivated by indivisibility in expenditures (McCaffery, 1994; Ng, 1965), and lottery play as a means to gain "something for nothing" (Nyman,Welte, & Dowd, 2008). The stream of irrationality has largely drawn on the Prospect Theory (Kahneman & Tversky, 1979) and cognitive theories of gambling (Rogers, 1998), maintaining that lottery play is out of ignorance or cognitive error of the players. With no exception, sport lotteries are also subject to this rationality versus irrationality debate. The central question regarding the demand for sports lotteries is, therefore, are the players gambling or consuming? Despite of the prevalence of sport lotteries in modern society, there is a paucity of research specifically addressing the issues related to the consumer demand for this type of gambling product. Instead, various streams of research in gambling, lotteries, and sports betting proffer a broad foundation to analyze the economic principles underlying the sports lottery industry. Drawing upon Conlisk's (1993) gambling utility theory, the purpose of this study was to examine the consumption value of a sports lottery. To accomplish this goal, this study focused on the demand for the Shengfu lottery game, a soccer betting lottery established in October 2001 and the most popular sports betting game in China. A set of nation-wide aggregate sales data for each draw of the Shengfu game from draw 2001001 (October 2001) to 2012110 (August 2012) was obtained and empirically analyzed through time series modeling. To capture the consumption value of sports lottery tickets, the game attractiveness was operationalized and measured by six dummy variables that represented different ticket compositions and one continuous variable measuring prediction difficulty of the games. Additionally, price and marketing variables were included in the model as controls. Through time-series analyses, this study revealed that sports lottery has
consumption value for players, for which ticket composition has considerable impact on the demand. For instance, the tickets consisting of the English Premier League and German Bundesliga games sell 60% more, and the tickets consisting of lesser known leagues sell 30% less, than tickets consisting of a variety of other games. Furthermore, there was evidence that sports gambling behavior is dynamic in nature as a consequence of myopic addition, inertia, or social learning. The notion that nonmonetary activities associated with sports lottery gaming has consumption value has considerable implications in terms of designing lottery products and delivering value to its consumers. For instance, if simply dreaming of winning a grand prize can generate utility, then players would probably prefer a week-long dream rather than a shorter one. If talking about betting on a team can enhance their identification with a team, then they would probably prefer a larger audience. Or if bragging about winning can show off their expertise in their own circles, then making prizes more accessible would probably boost the morale of players. In a nutshell, under the theory of consumption, players should be treated and managed as consumers; and their behavior needs to be understood in order to develop value-added programs for them.
Both gambling and sports are ancient and ubiquitous. The financial magnitude involved in gambling is staggering - 2.6 trillion U.S. dollars were spent worldwide in 2007 (Morss, 2012). Most Americans have participated in some form of gambling, whether it involved purchasing a lottery ticket, playing a fruit machine, placing a bet at the track, or making a bet with colleagues in an office pool (Welte, Barnes, Wieczorek, Tidwell, & Parker, 2002). What ties gambling and sports together is that people like betting on the outcomes of sport events. Although representing only 2.6% of the legalized gambling market, sport gambling has become the fastest growing gambling segment, with an annual growth rate of 14.7% over the past five years (AAP News, 2012). For instance, in the U.S. alone, sport gambling represents 9.86% of the sports industry (Zhang & Cianfrone, 2011). In 2011, 2.88 billion U.S. dollars were legally wagered in Nevada’s sports books, representing less than 1% of all sports betting in the U.S. Approximately $93.9 million was wagered on the Super Bowl earning a net income of $5.1 million for the Nevada sports books (American Gaming Association, 2012). Sport lotteries are a form of lottery gambling that involves betting on the results of preselected sport events. The extant evidence suggests that the heaviest lottery players are poor, young, and uneducated single men who live in urban areas and belong to specific minority (African-American and Hispanic) and religious (Catholic) groups. However, there is a paucity of research on sports lottery gambling. Conceptual and empirical investigations have been overall limited. Although sports lotteries and other forms of sports gambling have become a prevalent economic and recreational activity, related topics on their management and marketing have remained much under-researched. This study examined the impact of consumers' socio-demographic background on their demand for sports betting lotteries in China. In this study, consumer demand was denoted as sales of sports lotteries (SALES) in all 31 provinces in China in 2011. Socio-demographic background variables included population (POP), age group of 15 to 64 years old (AGE15_64), age group of 65 years and older (AGE65+), proportion of consumers who completed higher education in the population (HER), illiteracy rate (ILR), income (INCOME), level of regional sport development (SPORT), and consumer venue accessibility (VA). The baseline cross-sectional level-level model (Model 1) estimated was: \[ \text{SALES} = \beta_0 + \beta_1 \times \text{POP} + \beta_2 \times \text{AGE15_64} + \beta_3 \times \text{AGE65+} + \beta_4 \times \text{HER} + \beta_5 \times \text{ILR} + \beta_6 \times \text{INCOME} + \beta_7 \times \text{SPORT} + \beta_8 \times \text{VA} \] Data were obtained through various sources, including the Yearbook of the Chinese Lotteries 2011, the Sixth National Population Census of the People's Republic of China, and the official website of the China National Games. A series of Ordinary Least Squares (OLS) and Iteratively Reweighted Least-Squares (IRLS) regressions were conducted by using the REG and RREG procedures in STATA. Consistent with previous research, this study found that the population with higher financial and social burdens, as measured by TDR, buys more lottery tickets. Also, venue accessibility is found to have a positive impact on sales, even after controlling for general economic activities. Yet, to some extent, the findings of the current study differed from previous findings in two aspects. First, in the context of the Chinese sports betting market, the provinces with higher income levels had higher demands for sports
lotteries, contradicting the regressivity property of traditional lottery games. Second, players from provinces with higher levels of education bought more sport lottery tickets, contradicting the traditional notion that less educated people buy more lottery tickets. These discrepancies suggest that sports betting lotteries are distinct lottery products and warrant further research. In brief, demand analysis in terms of consumer socio-demographics is essential to develop a product that can deliver value to the consumers, where analyses of consumer characteristics are fundamental to segment consumers. Analyses of market variables can help facilitate the formulation of marketing plans and forecast sales. The current study represents an initial effort to explore the market demand for sports lottery gambling, an under-researched phenomenon in the sports industry. Further discussions are made on how an in-depth understanding of the demand for sports lotteries would help the governing bodies make more informed decisions regarding the sanctioning of gambling products, and enable sports lottery agencies to allocate resources toward optimizing product portfolios.
Automated external defibrillator Implementation in health/fitness facilities: An empirical examination of the Medical Technology Acceptance Model

Chanmin Park, University of Florida

Automated External Defibrillator (AED) is an invaluable medical technology in an emergency. It offers foremost benefit to save victims under sudden cardiac arrest. The more SCA has become a global health issue in aging society (Bahr et al., 2010; Lippert et al., 2010), the bigger the need of AED deployment is prominent in numerous industries. In the sport industry context, AED implementation at some sport places for large mass gathering including sport stadiums, aquatic arenas, and golf course, is getting more attention. Despite the American Heart Association (AHA) and the American College of Sports Medicine (ACSM) strongly encourage placement of AEDs, as permitted by law, in all health/fitness clubs in the United States, health/fitness facilities are still experiencing low level of adoption of AED. The purpose of this study is to develop a Medical Technology Acceptance Model (MTAM) based on the Technology Acceptance Model (TAM; Davis, 1989) and empirically tested MTAM. To better explain health/fitness facility managers’ decision-making processes in adapting AED as a medical technology, we incorporated salient medical related variables as Sense of Urgency and Reliability to the TAM. Furthermore, the relationship of MTAM, value, and attitude examined and a moderating role of experiences in AED education was tested. Two surveys were conducted targeting populations who have experiences in using AED. A total of 348 valid correspondents were answered through an online survey (Amazon Mechanical Turk) for the first and the second surveys, and all items were answered on a 7-point Likert-type scale. The result of factor analysis suggested a four-factor structure addressing (1) Sense of Urgency, (2) Ease of use, (3) Usefulness, and (4) Reliability at the both surveys. Significant relationships were examined in MTAM, value, and attitude (Urgency → Value [β =.22], Usefulness → Value [β =.27], Reliability → Value [β =.40], Ease of Use → Attitude [β =.27], Usefulness → Attitude [β =.24], and Value → Attitude [β =.39], p < .001). Experiences of AED education also indicated a moderating role in the relationships (Urgency → Value: Experienced β =.43, Not-experienced β =.19, Reliability → Value: Experienced β =.67, Not-experienced β =.61, Urgency → Attitude: Experienced β =.37, Not-experienced β =.20, Ease of Use → Attitude: Experienced β =.38, Not-experienced β =.20, Value → Attitude: Experienced β =.45, Not-experienced β =.30, p < .001).Based on the findings of this study, Ease of Use in AED did not influence to managers' perceived value of AED. As a medical technology, value of AED is affected by sense of urgency, perceived usefulness of AED, and Reliability of AED. The mediating effect of perceived value on the relationship between Sense of Urgency and attitude toward AED was showed, as well as between reliability and attitude toward AED. The moderating role of experiences in AED education and discussion will be presented later in detail. This study will contribute to a better understanding of the literature on the risk management practices and future emergency action plans in sport venues.
The effective factors in the establishment of small and medium-sized sport enterprise: Review of Research

Seyed Morteza azimzadeh, Ferdowsi University of Mashhad

Small and medium-sized businesses are considered to be the very fundamental solutions for the comprehensive development of a country; therefore, understanding the factors involved in creating them is important. Hence, this study seeks to examine the effective factors in the establishment of small and medium-sized sport businesses. The research population was small and medium-sized sport businesses companies (N=1500), which their owners and/or managers were selected and sampled through a simple random sampling method (n= 258). For data collection, the individual factors questionnaire, including: entrepreneurial character (α = .77) and entrepreneurial skills (α = .75); environmental factors (α = .77); capital factors (α = .77); and the business establishment competence questionnaire (α = .81) were applied. To analyze the data, the appropriate descriptive and inferential statistics as well as the structural equations with Amos16 software were used. The results showed that all the three individual, environmental and capital factors have positive and significant relationship with business establishment; nevertheless, the fitted research model showed that only individual factors could play a significant role in establishing an effective sport business; however, environmental factor also influenced its establishment indirectly through individual factor. The findings of this research emphasized on the importance of individual factors in the success of establishing small and medium-sized sport businesses.
To develop and sustain business to business partnerships, effectively maintaining customer relationships would be critical for a company to improve its corporate performance and gain competitive edge over its market competitors. Many corporations have utilized sporting events as one of their mechanism to fulfill this objective. For instance, the J.P. Morgan Corporate Challenge (hereafter referred as MCC) first started in 1977 as an annual running race in New York City, with 200 runners representing 50 companies that J.P. Morgan did business with. Over the years, the number of participants at the MCC event has increased drastically; for instance, the 2013 event witnessed an all-time high of 262,311 participants, which made it the world's largest corporate-organized road race series, covering 13 cities in seven countries throughout all five continents. In 2011, the MCC event was initiated in Shanghai; over the past three years, the event has grown considerably and in 2014, it attracted more than 7,200 race entrants from 280 companies in just its third year in China. Although the popularity of this event is increasing as evidenced by the number of participating companies and individuals, how effective a running event would influence an individual participant's perceptions, beliefs, and attitude toward the event and the sponsoring company remains unknown. How does a sporting event really work to improve business partner relationships? What does a hosting company need to do to elevate the quality of the sporting event and also reach its marketing objectives? As a case analysis, this study was to conduct a preliminary investigation into participants' cognitive and affective assessments of a MCC running event held in Shanghai and their impact on the commitment level of business clients on J.P. Morgan as the event sponsoring companies. Through a comprehensive review of literature, a survey form was formulated for assessing customer perceptions on business relationship maintenance, which included items measuring perceived improvement in customer relations, satisfaction, and loyalty. The items were phrased into a Likert 7-point scale. Respondents (N = 80) were a sample of senior administrative members of organizations or entities doing business with J.P. Morgan, who participated in the survey right after the event. A factor analysis with principal component extraction and varimax rotation was conducted to statistically reduce the number of the perception variables. Five factors emerged for the perception variables, which were labeled as Emotion, Belief, Image, Value-added, Commitment. Descriptive statistics for these five constructs were calculated, followed by conducting a one-sample t-test for each of the constructs. The findings revealed that the mean construct scores were all significantly (p < .05) greater than the neutral parameter (i.e., the
composite score calculated by multiplying the number of items in a construct with the neutral value of 4.0 for the Likert 7-point scale) for each of the constructs, indicating that the client companies were of positively perceived impact of the MCC on customer emotions, beliefs, images, perceived value-added, and commitment toward J.P. Morgan. Further discussions are made on the theoretical and practical implications of making good use of sport events as an effective way for corporations to maintain and enhance work relations with business clients.

Keywords: sport development, socialization, sponsorship, relationship marketing
Assessment of " Ankle sprain among teenager footballers in Negombo, Sri Lanka 2012 "

Poruthotage Perera, International Institute of Health Sciences

Background: Nowadays, football is very popular among teenagers in Negombo, Sri Lanka. Most players give priority to playing for their school. So their main playing location is their school ground. In addition they play on the beach, narrow roads, and other inappropriate places such as indoor locations and gardens. They spend most of their time playing rather than training. So there are more chances to sustain injuries such as ankle sprain, hamstring injuries, groin injuries and ACL injuries etc. In those injuries, ankle sprain is usually the most common injury among teenagers. Ankle sprain is a painful injury to an ankle joint caused by a sudden wrenching of its ligaments.

Method: A descriptive cross sectional study was carried out and data was gathered from 256 randomly selected football players. Sample was selected proportionately from 6 leading schools in Negombo, Western province, Sri Lanka. Within a school the quota was selected using convenience sampling. Data was gathered by way of an interviewer administered questionnaire. Results: Interviews were conducted among 256 footballers and 88(34%) were affected with ankle sprain in the last six months. 168(66%) reported no such injury. Among those 88 players, 73(82.95%) didn't do stretching properly. Among all, (17-18) age group had the highest injury rate (52.23%) and the lowest injury rate(26.44%) was among (13-14) age group. Most players were injured during matches (61%). None sustained injury during warm-up and practice sessions. Among all injuries, 40(45.45%) were sustained while running or attempting to run, and all of those sprained their front foot. While 'only Playing in a ground' recorded the lowest injury rate (29.94%). The higher rates were seen while "playing in ground + on beach"(51.72%) and "playing in ground + on narrow roads" (66.66%). There was a very low injury rate among those wearing soccer boots and sports shoes, 34% and 14.28% respectively. Among those wearing soccer boots, plastic screw nut soles were associated with the highest injury rate (85.71%). On the other hand normal flat sole, rubber normal studs, plastic normal studs and plastic normal blades showed low injury rates of around 30%. The results showed that when age increased, the awareness on stretching decreased dramatically. It was clearly seen that those who didn't have knowledge of the influence of stretching, inappropriate surfaces and proper footwear on injuries; had more ankle sprains. Finally, among those who injured their ankles within the first six months, 51(58%) players had re-current injuries. This rate was 60% among (17-18) age group. Conclusion: it was clearly shown that factors such as age, lack of stretching, previous injury, bad playing technique, Improper playing location, unsuitable footwear, unsuitable soles of footwear, and lack of awareness and knowledge increased ankle sprains among teenage football players.
Combined treatments of water in swimming pools to improve the health and satisfaction of users

Álvaro Fernández-Luna, Universidad Europea

INTRODUCTION. Indoor swimming pools are the sports facilities which demand the greatest level of control of maintenance parameters. A swimming pool with its water in correct conditions will directly affect the wellbeing and comfort of the users. The most famous disinfectant used in the world is chlorine. Nevertheless other methods have begun to be implanted, such as combined systems like ozone, ultraviolet lamps (UV), and copper-silver ionization (1). There are important differences between methods regarding their disinfectant power and ability to eliminate disinfection byproducts (DBPs) that produce damage to users, with ozone and UV treatments obtaining the best results (2).

REVIEW OF LITERATURE
Recent studies have observed that a high concentration of DBPs are associated with adverse health effects in swimmers and swimming pool workers (lifeguards and instructors). Blood biomarkers related to the biological mechanisms behind respiratory problems have been recently applied for the study of this issue, highlighting the lung surfactant protein named Clara Cell protein 16 (CC16) used as indicator to detect short-term changes in lung epithelial integrity (3).

THEORETICAL DESIGN
The aim of this study is to analyze the effects of a short-term training intervention on lung epithelial damage in adults exercising in swimming pool waters treated with different disinfection methods (chlorine vs. ozone with bromine). We also assess the perception of health problems and satisfaction with the quality of water in each type of facility.

Experimental Study
A lung permeability biomarker (CC16 in plasma) was measured in 39 healthy adults. Thirteen participants swam during 20 sessions in a chlorinated pool (CP), 13 performed and equivolumic intervention in an ozone pool (OP) and 13 were included in a control group (CG) without exposition.

Satisfaction and perceived health survey.
Participants (n=643) were common users of facilities where chlorine (n=269) and ozone with chlorine/bromine (n=255) were used as disinfectants. For this study, guidelines similar to those of other studies about perceived health were followed (4,5). The variables evaluated were the following: respiratory problems (shortness of breath, cough, dry throat), xerosis, irritated skin (dermatitis, pruritus), eye irritation, and ear problems (otitis externa) and general satisfaction with quality of water.

RESULTS
Median plasma CC16 levels increased in CP swimmers (p = 0.01) pre and post intervention respectively, while no significant changes in OP and CG participants were found (Table 1). According to the survey, the findings suggest that there is a greater probability of perceived health problems in swimming pools treated with chlorine (p < 0.05). The satisfaction with the quality of water is significant higher in ozone swimming pools as well (p < 0.05).

DISCUSSION
Despite the need for more studies where additional physicochemical parameters of the installations are evaluated (DBPs), it can be
affirmed that the chlorine chemical treatment has more impact on lung epithelial of swimmers and cause more perceived health problems than the combined treatment between ozone and chlorine/bromine. Additionally, the higher level of quality of water perceived in ozone pools would be a sing for managers to apply a combined chemical treatment system in their facilities.

REFERENCES
The Effect of Game-watching Frequency in the Modified Spectator Loyalty and Identification Model: A Case Study on the V Premier League Supporters Club in Japan

Junko Deguchi, Tokaiigakuen University

The authors previously reviewed studies on the loyalty and identification behaviors among spectators to develop the Spectator Loyalty and Identification Model (SLIM) (Deguchi and Kikuchi, 2014). The data from a study conducted on members of the V Premier League Supporters Club validated. The Modified Spectator Loyalty and Identification Model (MSLIM), a refined model that takes the work of Yoshida (2011) and Funk and James (2001) into consideration, and showed a better goodness of fit than the SLIM, suggesting a possible improvement to the model (Deguchi and Kikuchi, the paper currently submitted). The MSLIM theorizes a relationship in which the effect of team identification on conative loyalty is perfectly mediated by psychological commitment. Since many studies have reported the effect of team identification on behavioral indicators (Laverie and Arnett, 2000), we created the MSLIM-1, a model in which psychological commitment has a perfect mediating effect, and the MSLIM-2, a model in which psychological commitment has a partial mediating effect, and examined each of them by using survey data from spectators of the V Premier League. The results indicated that the MSLIM-2 was the model with the best fit. It is conceivable that the strength of the relationship among psychological commitment, team identification, and conative loyalty are also affected by various factors specific to teams and spectators. Considering that team loyalty affects the frequency of watching games (Fujimoto et al., 1996), our study aims to examine the role of frequency of watching games in the MSLIM-2. Specifically, multiple groups are analyzed simultaneously to compare them by the game-watching frequency. A covariance structure analysis was performed using the data collected from 270 members of the V Premier League Supporters Club to determine the analysis model. The MSLIM-2 had the best fit, and thus was chosen for the analysis. Because configural invariance, metric invariance, and the homogeneity of the mean were confirmed in this model, we conducted a simultaneous analysis of two groups consisting of individuals who watched games frequently and those who watched games less frequently by imposing equality constraints on the MSLIM-2. Among the group of individuals who frequently watch games, the results showed that private evaluation affected team identification, which affected psychological commitment, which in turn affected conative loyalty. In the group of individuals watching games less frequently, game satisfaction affected their psychological commitment, public evaluation affected team identification, private evaluation affected team identification, and team identification affected psychological commitment. A comparison of path coefficients in the two groups showed that the frequently watching games has a strong effect in the path from psychological commitment to conative loyalty and a weak effect in the path from team
identification to conative loyalty.

Design and exploitation of artificial turf football fields

José Luis Felipe, Universidad Europea

Introduction. In the current social and economic climate, the exploitation of sports facilities is an essential factor for public and private sports organisations (Gallardo, García-Tascón, Burillo, & Salinero, 2008). Managers are seeking greater social profitability, an increase in use, an improvement in financial returns and greater user satisfaction (Liu, Taylor, & Shibli, 2009). In the search for this profitability, artificial turf is the fashionable surface for management. Claudio (2008) calculated that artificial turf can be used up to 700% more than a natural grass field. Among the functions of the architect is that of planning and designing the sports facilities, bearing in mind the characteristics of the place in which they are to be located. The initial design and planning process acquires greater relevance upon completion of the construction of the field. This process must convert the facility into a management project in accordance with the reality of the situational context in order to obtain the greatest possible profitability (Simon, 2010). Thus, the aim of this study consists of to understand - through qualitative methods - the key aspects that should govern the correct design, planning and management process for artificial turf football fields from the standpoint of the main agents involved in their construction: architects and sports managers.
normally choosing the second option. The turf system offering the best guarantees is the filling containing round-grain silica sand with SBR rubber and mono-filament fibre. In order to have good management of the artificial turf field, the manager must know all the expenses derived from its exploitation - through a prior usage plan. Likewise, the managers should undertake a specific maintenance programme aimed at prolonging the useful lifetime of the facility. The future of artificial turf lies in environmental sustainability, based on the recycling of 100% of the materials and the facility of renewable energies. Furthermore, it is essential to standardise the surface for artificial turf to spread into elite competitions.

Successfully profiling cultural studies and social responsibility in sport management education

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As a response to current tendencies in both research and practice demanding further attention to various forms of sustainability, we adopt a critical cultural studies approach paired with social responsibility thinking in our recently re-launched educational program in sport management. Besides having both scientific values and democratic consequences, this approach has proven to be a successful marker in attracting students. In 2014 a number of 732 people applied to be among the 40 people to enter the program. The program contains expected courses in marketing, economics, law and leadership. In addition to these courses, the program integrates a critical view on sports and how it is managed. The approach has the advantage to address issues intricately interwoven in the everyday life of sport management that are often overlooked, for instance how to handle violence in and off the court, cheating of various kinds and political implications on different levels concerning gender, sexuality, ethnicity, religion et cetera. Our ambition is to educate students in this field and foster a generation of sport managers acknowledging social responsibility and sustainable leadership in sports and business, which in fact is an attractive competence for both sport organizations and corporate business in contemporary society. The educational program joins two regional university colleges in a unique collaboration sharing the responsibility for half the educational program each.
Examining Key Strategies for Repositioning the Chinese Table Tennis Super League: Development of a Theoretical Framework

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Abstract: Adopting a comprehensive review of literature as the method of research inquiry, the purpose of this study was to develop a theoretical framework to guide the repositioning of CTTSL that would require redesign and reconfiguration of its marketing strategies in an effort to improve the quality of its product offerings, market appeal, consumer demand, and overall consumption level. Through a comprehensive triangulation process of information sources derived from the literature on sport marketing theories and practices (e.g., Pitts & Stotlar, 2012), current policies and regulations of CTTSL, and best practices and governance documents of leading professional sport leagues (e.g., NBA, NFL, and Premier Soccer League), three analytical perspectives were identified and deemed critical for formulating the intended theoretical framework for studying and directing the repositioning effort of CTTSL: (a) market segmentation, (b) branding and brand equity, and (c) governance and policies. It is highly suggested that the developed theoretical framework with the three perspectives be adopted to guide the conduct of empirical studies to examine critical issues that hamper the marketing achievement of CTTSL clubs, develop CTTSL events and products that are well-embraced by consumers, and ultimately promote the overall development and success of professional table tennis in China.
La evolución que han tenido los gestores de instalaciones cambió debido a que enfrentan dificultades cada vez mayores para el desempeño de su labor, por ejemplo un mayor número de usuarios, y por lo tanto mayores exigencias de calidad, seguridad y accesibilidad, así como nuevas modalidades deportivas. Actualmente en México las actividades deportivas necesitan encontrar dentro de sus propias condiciones sociales, culturales y legales, los principios básicos necesarios para construir una estructura organizativa que facilite la participación eficaz y continua de atletas, clubes, equipos y practicantes del deporte en general en actos deportivos organizados, lo que eficazmente debe resolver el gestor deportivo. El objetivo de esta investigación es determinar las tareas que realiza el gestor deportivo bajo la conducta de un enfoque sistémico en los procesos de administración que lleva a cabo en el centro deportivo que dirige. Las unidades competentes de las organizaciones deportivas deben trabajar conjuntamente hacia la realización de objetivos, metas y sub-metas claramente determinados en un sistema operativo global. Si tenemos en cuenta que las administraciones locales han jugado un papel determinante en el desarrollo y progreso de la actividad física, y el deporte en la sociedad no sólo por su deber legal hacia los ciudadanos, sino también por la necesidad de mejorar el nivel y calidad de vida de los mismos, entonces entenderemos el por qué de la búsqueda de la mejora y la eficiencia en todas aquellas tareas que conforman la profesión del gestor deportivo. La metodología utilizada fue una revisión bibliográfica que se esfuerza en la identificación y análisis de un tema en particular, en la cual se buscaron principalmente los siguientes conceptos: base de datos de los municipios del área metropolitana de Nuevo León, teoría de sistemas, perfil de gestor deportivo, instalaciones públicas, y gestión deportiva en la misma se consultaron distintas bases de datos como lo son sport discus, scielo, dialnet, en los periodos del 2007 a la fecha. De acuerdo a los resultados que se obtuvieron de esta búsqueda se concluye que las personas dedicadas a la gestión debe estar mejor preparadas, ser más versátiles, poseer conocimientos de finanzas, rr.hh. mercadotecnia entre otros, no solo es administrar la parte deportiva, sino en su conjunto, teniendo un planteamiento más funcional. Como conclusión podemos destacar que trabajar por sistemas se considera como una intervención para la eficiencia de la dirección de una instalación deportiva, por el hecho de prestar servicios deportivos que la sociedad exige, bajo una demanda, estructura,
presupuestos y políticas que se establecen en cada municipio y que independientemente de ello se deben obtener resultados esperados al inicio de la administración.

Community-Based Management in Professional Baseball Teams in Japan

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The Nippon Professional Baseball Organization (NPB) has twelve teams in two leagues, the Central League and the Pacific League. NPB is one of the most popular professional sports in Japan, and these teams have been recognized as advertising tools for listed companies such as newspaper publishing and railway companies (Fukuda, 2011; Yokai, 2012). Following the Japanese professional football league's slogan, 'nurturing a new sporting culture rooted in community-based sports clubs', the merger of teams or the new owner companies has brought about a reorganization of NPB before and after the 2004 season. Since then, the Pacific League teams have focused on community-based team management. Researchers have focused on the effects of community-based sports organizations, for instance, through CSR activities (Walker and Kent, 2009; Inoue and Kent, 2012); however, developing customers through community-based management of professional baseball teams has not received much scholarly attention. The purpose of this study is to examine the NPB Pacific League teams' community-based marketing strategies for developing customers. Semi-structured interviews were conducted among the employees of four Pacific League teams. The qualitative data collected included details on target areas, main revenues, regional development activities, relationships with local governments or stadium proprietors, promotional activities in and out of the stadium, and future outlook. Data were also collected from newspapers, homepages, and other such sources. The results reveal that in the first phase, each team attempted to develop loyal customers by approaching fan club members or existing customers. In the second phase, each team attempted to develop new customers and gradually expand its target area. Tactical differences among teams mainly depended on two factors: 1) agreements entered into by stadium proprietors concerning revenue (e.g., sponsors' advertisement displays and sale of food and beverages) and extension or reconstruction of stadiums and 2) the involvement of local 'promotional vehicles' like broadcasts, newspaper publishing and railway companies. The reorganization of the NPB before and after the 2004 season may have triggered the sense of crisis around the popularity of professional baseball, and given each team a chance to re-evaluate the management. While Central League games have been popular on television, this has not been the case for the Pacific League. In other words, the Pacific League teams earned much less in nationwide broadcasting rights. Therefore, they
were able to shift to community-based management more easily than the Central League teams. For the Pacific League teams, limiting the target area around the home stadium is one of the solutions for regaining sinking popularity and developing loyal customers within the local area is recognized as their main source of business. In order to retain existing fans and attract potential customers in their hometown, two points are crucial for these teams: 1) increasing points of contact to develop closer customer commitment in the hometown, and 2) involvement of local promotional vehicles.

Assessing the Rationality Dimensions of Sport Rules

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Sport rules define a sport, its rationality also directly affects the sport's growth, development, and prosperity. The purpose of this study was to analyze the dimensions for assessing the sports rules' rationality and identify those factors that cause and channel rule changes in an effort to provide empirical evidence for sport governing organizations. Through a review of literature and a modified application of the Delphi technique that involved interviewing experts in sport regulations and also law studies, a questionnaire was developed to assess the rationality of sport rules. The questionnaire was administered in China to a sample of specialists (N = 60) in the theories and practice of sport coaching and or officiating in various team and individual sports, such as basketball, volleyball, gymnastics, shooting, and track and field. Analysis of dimensionality revealed that sport rules should be considered from three dimensions, including Instrument Rationality, Value Rationality, and Form Rationality. The relationship among these three aspects are further examined and confirmed that Instrument Rationality warrants a sport to run smoothly, Value Rationality keeps the sport being developed in the right direction, and Form Rationality makes sport rules understandable and applicable. The findings of this study would provide sport governing bodies with preliminary evidence on the significance and relevance of sport rules on the evolvement and promotion of a sport. Further discussions are made from a combined perspective of sports and laws and how best to use multidisciplinary knowledge to help preserve the nature and beauty of a sport, enhance fair play, protect athletes, and increase sport participations and competitions.
大型单项体育赛事营销效果评价模型的研究

Oscar Chenyu Shi, Shanghai University of Sport

体育赛事营销是赛事举办的重要环节，需要对其效果进行评估，从而实现对赛事营销过程的控制，发现问题，及时调整，从而实现自身利益的最大化。本文主要通过对大型单项体育赛事营销的整体效果进行分析，研究其具体构成，采用专家访谈，问卷调查，层次分析等研究方法，构建赛事营销效果的评价指标体系。随后，构建大型单项体育赛事营销效果的模糊综合评价模型，并运用此模型对2013年ATP1000上海大师赛营销效果进行评价。本文的具体研究结论如下：

1）根据中国的实际情况，分别构建出承办方自主进行赛事营销和委托专业机构进行赛事营销情况下，大型单项体育赛事营销效果的评价指标体系。

2）根据赛事营销效果评价指标体系，利用层次分析法和模糊综合评价模型分别构建出承办方自主进行赛事营销和委托专业机构进行赛事营销情况下我国大型单项体育赛事营销效果的模糊综合评价模型。

3）将所构建的大型单项体育赛事营销效果的模糊综合评价模型运用到2013年ATP1000上海大师系列赛的赛事营销效果评价中。再由赛事承办方“上海久事国际赛事管理有限公司”的相关实务人员对评价结果进行反馈，认为结果基本符合实际情况。
Improvement of Fitness Clubs Operation: Service Quality and Financial Results

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A condition of a sport service comfort is a special concerns of fitness club management (2, 4, 5). As a rule, fitness club's rent of limited sport areas and the increase of club members leads to some reduction of service quality (1). A number of fitness club customers which can use simultaneously the club's facilities is regulated by the medical and hygienic (sanitary) standards. At practice the daily attendance (number of visitors) has in a large extent a stochastic character. A client does not wait next classes and prefers to start exercises in a group with excess of client quantity, although it increases a probability of sporting traumatism. The problem of optimization of club members especially during the peak time of attendance (or number of club card in a free sailing) without losing the service quality (depending on available sport facilities) is very actual. The aim of the research - to find an optimal relation between the available sport facilities square and number of fitness club members during the peak time of attendance with higher quality service. Methods: literature analysis, legal acts, experiment, sociology poll (n=116), statistical estimation. Results and discussion. The result of the opinion pool of the 116 fitness clubs members exposed in a low satisfaction of the conditions in peak time of attendance (2,43±0,09). Was a necessity to define a maximum possible stream of visitors. The analysis of efficiency of service is executed on basis of "General economic theory of mass service" (3). A fitness club model was considered with four kind of indoor activity: exercises in the hall, exercises in hall with training apparatus, exercises in the swimming-pool, relaxation in the bath-house complex. We accepted two additional assumptions: an admitting of a refuse in a getting of club card (system with refuse); admitting of "expectation queue" for the club access (system with expectation). Analysis was carried out on the base of 28 fitness clubs. The probability of occupation of all places in a sport hall is described by the following formula: Pref. = Po (rn/n!), where: Pref - probability of refuse in the service; n - number of places (service channels); Po - probability of the situation with all places are free; it can be calculated as: Po=1/{ek(kl)}, were r = l/m ; and l - the density of a service request flux; m = 1/ tобс. - parameter of service in respect of one-channel system (3). Average value of occupied places: n = ek (rk/kl). Estimate of the service efficiency for athletic hall and bath-house complex was performed in the frame of service "model with queue". More in details: Probability to be paced in the queue is P=[m+1/(n-r)n!] Po, where Po = [1+(r/1!)+(r2/2!)+ ... +(m/n!)+( mn+1/nl(n-r)]-1. For the n-channel system the average number
of accepted channels is: k=l/m=r. As a result of our research the recommended relations between the club member number and squares of sport halls, swimming pools etc. (at the 5% level of a queue expectation) are presented. Optimization of the number of club members resulted in some improvement of the quality sport service (4,70±0,11) (p<0,01), as well as an increasing of the quantity of personal training, revenue from club member, and profit of clubs (profitability: Either gross/Sale =8,4% to 18,3%; Net profit after tax/Sale= 6,7% to 14,7%).

Effects of Servicescape on Customer Satisfaction and Behavioral Intentions in Fitness Centers

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In 2011, the revenue of U.S. fitness club industry reached up to $21.4 billion along with 51.4 million memberships (International Health, Racquet & Sportsclub Association, 2012). In general, the health and fitness industry has continued to grow during the past couple decades, whereas during the economic downturns most retails and small businesses experience financial difficulty (Goodman & Mance, 2011). Servicescape refers to the environments in which services are delivered and where the firm and customer interact (Bitner, 1992; Zeithaml & Bitner, 2003). The review of the servicescape literature (Wakefield & Blodgett, 1994; Zeithaml & Bitner, 2003) suggested that the elements of the servicescape are different from other service contexts and the importance of the servicescape is different according to type of service. Since fitness center services rely heavily on the servicescape, an understanding of the impact of the physical environment on the consumer is vitally important. The primary purposes of this study were to check underlying factor structure of the servicescape in fitness centers and investigate the relationship among servicescape, customer satisfaction, and behavioral intentions. Thus, customers of fitness centers in the United States will be surveyed on their opinions of servicescape, satisfaction, and behavior intentions such as renewing membership and participation in club activities. The servicescape measure with six factors in fitness center was used. All items for the servicescape measure were derived theoretically based on literature review (Bitner, 1992; Wakefield & Boldgett, 1994; Zeithaml & Bitner, 2003). The six factors as follows: (a) accessibility, (b) facility layout, (c) facility design, (d) equipment condition, (e) ambience, and (f) facility system. Later, structural equation analysis will be used to test the relationship among the three constructs. The Theory of Reasoned Action (Fishbein & Ajzen, 1975) could be used to explain the link of constructs essentially toward determining the behavioral intentions. Further, this study is also important because a better understanding of the servicescape in fitness center allows managers to increase or adjust to the level of the service that is delivered to customers. The authors in this study highly consider the physical environment is one area where managers can exercise significant influence on the level of service in order to affect customer behaviors.

The roles of interaction quality, facility quality, and team performance on fans' loyalty

Cindy Lee, West Virginia University

Considering sport spectating provides an experience, spectators’ experience can be understood in the context of service quality. Service quality theory lies in the concepts of product quality and customer satisfaction (Brady & Cronin Jr., 2001). Researchers have adopted either Nordic perspective (Grönroos, 1984) or American perspective (Parasuraman, Zeithaml, & Berry, 1988) to measure service quality, and many researchers have proposed their revised models. Spectators with high level of perceived service quality are likely to remain with their team, just like how a satisfied consumer is likely to stay with the service provider. These satisfied customers are then likely to remain loyal with their team. As an example, Anderson and Sullivan (1993) and Rust and Zahorick (1993) found that customer satisfaction is an immediate antecedent to customer loyalty. The relationship between satisfaction and loyalty was also found in the sport consumer literature: Trail, Anderson, and Fink (2005) stated that satisfaction was a key determinant of future behavioral intentions - an indicator of loyalty. Then, what factors lead to satisfied fans who further become loyal fans? Based on the framework proposed by Rust and Oliver (1994), this study postulates that there are three influencing factors on service quality: 1) interaction quality influenced between customer and employee, which is influenced by complaint management 2) facility quality (service environment), and 3) team performance (the outcome). Therefore, this study proposes to measure the importance of the three influencing factors (i.e., interaction quality, facility quality and team performance) on satisfaction which further leads to customer loyalty. The concept of 'complaint management' was especially included to see how it influences individuals' overall perception of interaction quality. The first factor is 'interaction quality'. There will be some interpersonal interactions during the service delivery. Blanchard and Galloway (1994) argued that satisfaction can be derived from a consumer's perception of the overall value received in a relationship with an organization. There can be many factors that can positively influence on a consumer's perceived interaction quality such as good customer service and pleasant ticket officer, but this can be also influenced by negative experiences. Management needs to deal with any negative issues or customer complaints effectively to minimize any potential damage in the relationship. The term 'complaint management' explains the way organizations deal with the problems expressed by customers with their service that...
generates a certain degree of dissatisfaction (Álvarez, Casielles, & Martin, 2011). Although this relational aspect is important for the satisfaction of fans, the level of team performance is still a critical factor since it is directly related to the outcome. Team performance is hard to be controlled, but it is a crucial part of fan satisfaction. Lastly, facility quality is an important factor because the service is delivered in surrounding environment. These three factors will influence satisfaction which further leads to intention to continued loyalty. Based on this framework, data will be collected from the professional sports team located in the Mid-Atlantic regions of the United States. Structural equation modeling (SEM) with AMOS21 will be utilized to test a full measurement model and the proposed structural model.

References
Spectators of National Women's Soccer League (NWSL): What attracts them to spectate women's soccer

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The status of soccer in the United States is somewhat different with that of Europe and South America. Competing with more dominant leagues such as the NFL, NBA and MLB, soccer has faced various challenges to expand its territory in the States. Never the less, soccer has expanded its base in America in the last fifteen years. Created in 1996 with the success of 1994 FIFA World Cup, Major League Soccer (MLS) has played a critical role for the growth of the sport in boosting fan interest by providing the opportunity to watch professional soccer at the local level (Markovits & Hellerman, 2003). The road for the US women's soccer league was not as smooth as men's. While US women's soccer team has been more successful than men's team on the global stage including the winning the 1999 FIFA Women's World Cup, the survivals of the US women's professional soccer in the American market was not easy. Founded on the success of the 1999 World Cup, Women's United Soccer Association had a high hope, but only lasted three seasons from 2001 to 2003 ("Women's United Soccer Association", 2014). The situation for the following league was not much different: Founded in 2007, Women's Professional demised in 2012 after three short seasons ("Women's Professional Soccer", 2014). The third and current league, National Women's Soccer League, is playing its second season with nine teams ("National Women's Soccer League", 2014). The number of females participating in organized sport has substantially increased throughout the years (Acosta & Carpenter, 2014). The increased role by females is also seen in the spectator sport. For example, the ESPN Sports Poll and the U.S. Census found that 44 percent of all football fans are women in 2012 (Dosh, 2012). However, this number did not transfer into the women's sport (Deford, 2010). There is still a big disparity between men's and women's sport: the NCAA men's championship game garnered 19.5 million viewer in 2008 while the women's championship only garnered 3.6 million viewers (TVGuide.com Sports Report, 2008). More interestingly, the viewers and fans who are interested in women's professional sport are overwhelmingly male (Farrell, Fink, & Fields, 2011).Acknowledging the history of women's professional soccer leagues in the United States and the difficulty for women's team sports to attract spectators, this study aims to examine what factors attract spectators to games and their behavioral patterns. More specifically, this study examines the game attractors for different segments of spectators of professional women's soccer. The game attractors were
classified into the three categories of core product, peripheral factors and convenience factors. The spectators were classified into four clusters using spectator identification, a combined scale of team identification and sport identification. In addition, each group's consumption patterns were examined in terms of NWSL games and other soccer league games. The data will be analyzed using Multivariate Analysis of Variance. The results and implications will be discussed.

References
How Different Types of Sports Media Compete for Audiences: The Case of Watching the Mediated Olympic Games

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In this study, we adopted a theoretical approach of niche theory to understand audiences’ choice of media in watching mediated sports games. In particular, our study was performed in the context of the 2012 London Olympic games to examine the competition among three different types of media—TV, Internet and DMB. The key concepts of a medium’s niche theory are (1) niche breadth, (2) niche overlap, and (3) competitive superiority of a medium. Niche breadth is defined as the degree to which a medium satisfies a relatively narrow or relatively broad spectrum of statements on media-related needs. Niche breadth indicates specialist or generalist resource use. A specialist is a medium form which audience members obtain a narrow range of gratifications, whereas a generalist is a medium that fulfills a broader range of gratifications on each niche dimension (Dimmick, Kline & Statford 2000). The niche overlap measures the extent to which media are perceived as similar, indicated by the distance between their niches. High overlap between two media presents that media serve the same needs so that they may substitute each other, (Dimmick 2003). The competitive superiority of a medium indicates the extent to which one or the other of a pair of media provides greater niche. First, the magnitude of the niche-breadth for TV, Internet and DMB was addressed. The niche breadth is measured separately for each gratification dimension yielded by the EFA. The result of the breadth values is that Internet serves a broader spectrum of needs than the DMB and TV on the three gratification dimensions (socialization, entertainment, and diversion), while TV plays a broader niche than those of DMB and Internet on the other four gratification dimensions (eustress, aesthetic, learning and self-esteem) in watching the Olympic game. Thus, Internet can be said to be a generalist on socialization, entertainment, and diversion, whereas TV is a generalist on eustress, aesthetic, learning and self-esteem dimensions. The second research focuses on the magnitude of the overlap of TV, Internet and DMB on the gratification dimensions in watching the Olympic game. The lowest level of niche overlaps on the dimensions of socialization, entertainment and diversion is between Internet and DMB, indicating that competition between Internet and DMB is the strongest on the three gratification dimensions (socialization, entertainment, and diversion). In contrasts, the overlap
results show that DMB is complementary media to TV for fulfilling the other four gratification dimensions. Finally, with respect to the superiority hierarchy among TV, Internet and DMB, overall, TV, the oldest, was perceived as inferior to the two newer media, Internet and DMB in fulfilling socialization (t=−29.51**, t=−23.34**), entertainment (t=−27.52**, t=−23.63**), and diversion (t=−8.97**, t=−2.91**). In contrast, audiences perceived TV to be superior to the two newer media, Internet and DMB in fulfilling eustress (t=5.98**, t=13.21**), aesthetic (t=6.65**, t=12.45**), learning (t=3.41**, t=7.08**), and self-esteem (t=4.12**, t=8.37**). **p<.01. Overall, the findings show that TV serves worse on some communication needs than newer media do, but in some cases, it serves better.

References
Relationship Between CSR, Destination Image and Sponsorship of a Sporting Event

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Introduction. Theoretical research literature contains a number of research papers examining the problems of effectiveness of sport event sponsorship. For a decade, sport tourist travels have been incremented their importance since the consumer society has adapted its current configuration (Chen & Funk, 2010). Sporting events represent an important part within these types of tourist travels because they suppose a great influx of tourists to the hosting destination of the event (Lee et al., 2005). According to Nelson (2005) destinations can develop communication and marketing strategies to influence on the decision for the attendance of potential passive tourist consumers and pure athletes to sporting events (Latiesa & Paniza, 2006). According to Abreu and Arcodia (p. 323, 2013) it is necessary investigate if brand image can be transferred in any type of event size. Destination images present attractive attributes that communicate in order to generate a perceived image of the destination (Chen & Funk, 2010). The aim of this study lies on knowing how the image of a city that hosts a sporting event influences on the efficiency of the image broadcast from a sponsored to a sponsor. As secondary, it is intended to know the extent of the influence of the image on the intention of attendance to a sporting event.

Research methods. In order to initiate the data collection process, a banner in the Web site of a tennis event named Valencia Open 500 was placed. A total of 301 people responded the Survey. The scale to measure attitude towards event of the individuals has been adopted from Speed and Thompson (2000) and used by other researchers such as Dhurup and Rabale (2012). The scale used to measure the attitude towards the sponsor has been adapted from Dees et al. (2008). Attendance intention scale has been built by means of an adaptation from Kim et al. (2010). The purchase intention scale was adapted from Smith and Westerbeek (2007). In order to measure the image of the sport event host city, an adaptation from Russell et al. (1981) was used. The analysis method chosen for this investigation is that of partial least square regression (PLS). This is a method modelled from structural equations with SmartPLS (Ringle et al., 2005). Research results and conclusions. The result of the analysis shows a good reliability of the scale and items as well as the predictive relevance of the model. The results indicate that the image of the city that host the sporting...
event influences the image transmission process in sponsorship but not the intention to assist to the sporting event. The main motive of the travel is the attendance to the sporting event and not enjoying the territory itself. Regarding to the influence of the destination image on event and sponsor, the image transference is certainly produced. Then sponsor brands should to sponsor an event with a coherent image with their brand.

References


Sports and Wounded Warriors: Indicators of Military Veteran Status in USA College Sport

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Due to the involvement of the United States in war or conflict in the past decade, wounded military veterans are a growing population. Upon their return to the country these 'wounded warriors' begin a journey to return to civilian life. A return to civilian life is including returning to work, university, family, and recreational activities. Thus, several organizations have been initiated with a focus on a variety of services. Some of these are the United Services Organization, the Wounded Warrior Project, and Welcome Back Veterans. For some veterans, their interests involve returning to or gaining access to participation in university sports. Thus, the number of military veterans in higher education and in intercollegiate athletics is increasing. However, it is yet to be determined if such institutions are managing to provide inclusive and specialized services to recognize and assist the veteran in reintegrating into civilian and campus life. Therefore, the purpose of this study was to examine the state of services specific to veterans at higher education institutions and their intercollegiate athletic programs. In the 31 institutions in this study, findings revealed that 71% had a veterans service office. However, results showed a general lack of support in the athletic departments. Of the 31 institutions, 36% or 11, had statements that contained veteran-inclusive language. Findings of this study may serve as a platform for veteran advocacy and may stand to inform future policy in both higher education as well as intercollegiate athletics. Full findings will be reported.
Compare a Model of University Identification, Sport Consumption and Donation between United States and Taiwan

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A prior study (Gau, Kim, & Kim, 2014) created a model, which explained the effect of college students’ school identification on their current sport consumption and future intention to donate money through their team identification with a school team. However, the model was examined by data collected only in United States (US). This current study attempts to examine the model in two different countries (United States and Taiwan) and compare the results. University (School) identification is defined as "the bond and association one has with a university or college attended" (Bass, Bunds, & Kim, 2011), whereas team identification is defined as the personal commitment and emotional involvement one has with a team (Gau, Kim, & Kim, 2014). Sport consumption in a college includes college students’ sport media consumption and sport merchandise consumption. The college students' intentions to donate money are considered as their future sport consumption levels. The proposed model assumes that the current sport consumption and the future sport consumption are important consequences of school identification. Further, the model includes team identification as a mediator in the middle of the relationship between school identification and the two sport consumption variables (Gau, Kim, & Kim, 2014). Based on the balance theory (Gau & Kim, 2011; Heider, 1958; Woodside & Chebat, 2001), the model hypothesizes that school identification would lead to a positive relationship with a school's team identification. Highly identified students would be more involved with a team and expected to have consumption-related behaviors such as the investment of time and money in following their team (Sutton, McDonald, Milne, & Cimperman, 1997; Gau, James, & Kim, 2009). That is, high levels of team identification could be favorably related to current and future sport consumption levels. The scale of school identification has 16 questions (Goodenow, 1993; Voelkl, 1996), while the scale of team identification (James & Ross, 2002) includes 4 questions. The scale of current sport (media and merchandise) consumption levels includes 11 questions (Gau, Kim, & Kim, 2014; James & Ross, 2004) and the scale of intention to donate has 3 questions. All items use seven-point Likert scales. The reliabilities of the four scales are between 0.89 and 0.93 for
respondents from United States and between 0.82 and 0.96 for respondents from Taiwan. Questionnaires were distributed to 140 college students at a southeastern university in US and 140 college students in the middle of Taiwan. The relationships between school and team identification was significant (p < .05) and positive for both samples (r = 0.37 for respondents from United States, r = 0.76 Taiwan). School identification was significantly related to sport consumption (r = 0.17, p = .049 for US sample, r = 0.50, p < .001 for Taiwan sample) and donation intention (r = 0.24, p = .004 for US sample, r = 0.68, p < .001 for Taiwan sample). Team identification was also positively related to sport consumption (r = 0.70, p < .001 for US sample, r = 0.56, p < .001 for Taiwan sample) and donation intention (r = 0.67, p < .001 for US sample, r = 0.64, p < .001 for Taiwan sample). An analysis of a regression model with sport consumption as the dependent variable and school identification and team identification as the two independent variables showed that only the regression coefficient of team identification was significant in both samples (standardized regression coefficient 0.74 for US sample, 0.42 for Taiwan sample). This indicated that the team identification fully mediated the relationships between school identification and sport consumption. Another regression analysis which included donation intention as the dependent variable and school and team identification as the two independent variables showed different results. For the US sample, again, only the regression coefficient of team identification was significant (standardized regression coefficient 0.67), indicating that the team identification fully mediated the relationships between school identification and donation intention. However, for the Taiwanese sample, both regression coefficients of school and team identification were significant (0.45, 0.30), indicating that the team identification partly mediated the relationships between school identification and donation intention. Compared to US, Taiwan has less popularity in spectator sports particularly in the college level. Therefore, school team identification may not be salient in terms of the influence on the donation intention. That is, when alumni consider to donating money, likely they will donate to the university rather than the athlete department. Similarly, because Taiwan’s spectator sports are less popular than US, the influence of school and team identification on sport consumption is less in Taiwan.
The Preparation For The Development of Innovations in Sport Organizations: Lithuanian Case Study

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Introduction. There are huge amount of researchers done about innovations but there is some lack of studies done about innovations development in sport organizations such as non-profit sport organizations (various sports federations or associations). Thousands of academic articles have been found with the topic of innovations in basic organisational context (Crossan and Apaydin, 2010). Researchers have pointed out that innovation is a source of competitive advantage, in the public, private, and non-profit sectors, through improved effectiveness and efficiency (Damanpour and Aravind, 2012; Lee et al., 2009; McDonald and Srinivasan, 2004; Dess and Picken, 2000). The for-profit sector is often seen as the most dynamic sector of the sport market as competition leads to innovation (Gratton and Taylor, 2000; Robinson, Hewitt and Harris, 2000). Non-profit sport organisations (NPSOs), such as voluntary sport clubs or sport federations, are encouraged to change to satisfy and meet new expectations of their members. Indeed, their ability to innovate is just as important as for other organisations (Newell and Swan, 1995), in part because of the growing commercialization and professionalization of the sport industry. That competition, as perceived by the management board, leads NPSOs to innovate (Winand et al., 2013). Very few studies have paid attention to the notion of innovation in NPSOs (except Caza, 2000; Hoeber and Hoeber, 2012; Newell and Swan, 1995), and none of them have developed a conceptualisation of innovation in NPSOs, which could form the basis for further research. The aim of this study was to investigate the preparation of sport organizations for the development of innovations. Research methods. In order to collect the data the questionnaire was sent directly by emails to the Head managers of various sport federations or associations (further sport organizations) of Lithuania. A total of 75 managers participated in the survey. Research results and conclusions. The results of the research revealed that the level of organization’s group work correlates with the aim to develop innovations corresponding sports organization’s aims and vision (correlation coefficient 0,767, p=0,01). This mean that when organization values group work, that is values group efforts, it will more seek to develop innovations according to the vision and aims. Sports organisation, which is open to the environment and has organizational learning features is
more researching environment aiming to identify innovation opportunities (correlation coefficient 0.811 and 0.739, p=0.01 and p=0.03). Organization’s formal level correlates with the investments need for the evaluation of innovations (correlation coefficient 0.850, p=0.00). Research results also revealed that sports organizations having more features of intelligent organisation is more analysing innovation development opportunities in various aspects, but intelligency level and innovation ideas development has no relation, except costs analysis. The choice of innovation concept and development has direct relation with the intelligent organization features, especially systematic thinking and openness, when customers attitude has impact on the choice of innovations. Sports organisation becoming intelligent sport organisation and developing innovations had advantage only in some phases of innovations development: situation analysis and decision making.

References

Relationships between Interpersonal Communication and Athletic Satisfaction of University Students in Hong Kong

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Student-athletes spend a large portion of their time with their teammates and coaches, and it is assumed that interpersonal relationships between athletes and coaches/other athletes should have a significant influence on both resulting behaviors and perceived quality of their school life (Culver & Trudel, 2000). Therefore, the current study was designed to understand relationships between interpersonal communication and athletic satisfaction in the context of intercollegiate athletics via two types of communication: vertical communication (communication between coaches and athletes) and horizontal communication (communication among athletes). The proposed conceptual model consists of three constructs: (a) communication between coach and athletes [leader-member exchange (LMX) and communication frequency], (b) communication among athletes (acceptance, distinctiveness, negative conflict, and positive conflict), and (c) athletic satisfaction (personal treatment, team integration, and overall satisfaction). Among 400 survey questionnaires distributed to Hong Kong student-athletes during the 2013-2014 season via convenience sampling, 354 questionnaires were returned (88.5% response) and 340 were usable. A total of 175 male (51.5%) and 165 female (48.5%) student-athletes participated in the survey from eleven different sports, such as soccer (20.6%), volleyball (16.8%), track and field (12.1%), table tennis (11.5%), basketball (8.8%) and others (30.2%). The questionnaire for this study consisted of 40 items, including demographics and nine dimensions of the three constructs. Respondents indicated the extent of their agreement with each item on a 7 point Likert-type scale in each section. The results of the CFA indicated a reasonable fit of the model to the data ($\chi^2 / df = 1294.281/566 = 2.287, CFI = .926, and RMSEA = .062$). Cronbach Alphas ranged from $\alpha = 0.802$ to $\alpha = 0.935$, and all proposed structural model fit indices [$\chi^2/df = 1444.137/601 = 2.403, p < .001; CFI = .916; RMSEA = .064$] were acceptable. The results of the structural model revealed both dimensions of vertical communication, LMX ($\gamma = .529, SE = .073, p < .01$) and communication frequency between coach and athletes ($\gamma = .203, SE = .067, p < .01$), had significant impacts on personal treatment satisfaction, while only acceptance ($\gamma = .530, SE = .109, p < .01$) among the four dimensions of horizontal communication had a significant relationship with team integration satisfaction. In terms of the links between vertical and horizontal communication and overall satisfaction, only acceptance ($\gamma = .267, SE = .127, p < .05$)
and positive conflict ($\gamma = .239$, SE = .097, $p < .05$) had significant direct impacts on overall satisfaction. In terms of the indirect relationships between interpersonal communication and overall satisfaction, the results of Sobel's formula showed LMX ($z = 4.75$, $p < .01$) and communication frequency between coach and athletes ($z = 2.73$, $p < .01$) had indirect relationships with overall satisfaction via personal treatment satisfaction, and acceptance ($z = 3.51$, $p < .01$) had an indirect impact on overall satisfaction via team integration satisfaction. The magnitudes of the indirect links were .257, .098, and .186, respectively. Practical applications as well as future research directions will be discussed.

Relationships between Quality of Work Life of Sport Referees and Turnover Intentions

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Referees need to focus on every single moment during games in order to provide high quality games to participants and spectators through fair and safe officiating. They could receive a lot of stress or pressure from the fact that they must make continuous split-second decisions which could eventually change outcomes of each game. In fact, Folkesson, Nyberg, Archer, and Norlander (2002) found that referees experienced threat and physical or verbal aggression from players, coaches/trainers, and spectators, which make their working condition even more difficult and stressful. There has been little research done on sport officials and more research should be conducted on sport referees as one of critical human resources in sport organization in order to prevent the referees from dropping out from officiating. Therefore, the current study was designed to understand relationships between quality of work life of sport referees and turnover intention via two types of attitudinal outcomes: job satisfaction and career commitment. The proposed conceptual model consists of four constructs: (a) quality of work life [self-discretion, role ambiguity, meaningfulness, organizational support, and reward], (b) job satisfaction, (c) career commitment, and (d) turnover intention. The current study collected data from sport referees in Hong Kong, using a convenient sampling method. A total of 212 sports referees (121 males for 57.1% and 91 females for 42.9%) from 13 different sports, such as volleyball ($n = 55$ for 26.0%), basketball ($n = 42$ for 19.8%), handball ($n = 27$ for 12.7%), swimming ($n = 23$ for 10.8%), and others ($n = 65$ for 30.8%) participated in the study. The majority of the participants were 21 to 30 years old ($n = 127$ for 59.9%) and had another job ($n = 165$ for 77.8%) other than a referee. The questionnaire for the current study consisted of 43 items, including demographics, quality of work life (28 items), job satisfaction (5 items), career commitment (7 items), and turnover intention (3 items). Respondents indicated the extent of their agreement with each item on a 7 point Likert-type scale in each section. The results of the CFA indicated a reasonable fit of the model to the data ($\chi^2$/df = 571.635/349 = 1.638, CFI = .941, and RMSEA = .055). Cronbach Alphas ranged from $\alpha = 0.707$ to $\alpha = 0.970$, and all proposed structural model fit indices ($\chi^2$/df = 530.510/348 = 1.524, $p < .001$; CFI = .952; RMSEA = .050) were acceptable. The results of the structural model revealed that meaningfulness ($\gamma = 1.166$, SE = .385, $p < .01$) and organizational support ($\gamma = .281$, SE = .125, $p < .05$) had significant impacts on job satisfaction. However, none of quality of life dimensions had any significant impact on career commitment, while job satisfaction ($\gamma = .492$, SE = .198, $p < .05$) had a
significant relationship with career commitment. The results revealed only organizational support ($\gamma = -0.529, SE = .195, p < .01$) and career commitment ($\gamma = 0.391, SE = .136, p < .01$) had direct impacts on turnover intention. In terms of indirect relationships among variables, the results of Sobel's formula failed to support any indirect relationships; a) between organizational support and career commitment via job satisfaction ($z = 1.667, p > 0.05$), b) between meaningfulness and career commitment via job satisfaction ($z = 1.921, p > 0.05$), and c) between job satisfaction and turnover intention via career commitment ($z = -1.880, p > 0.05$). Practical applications as well as future research directions will be discussed.