35th Annual Conference
May 28 - 30, 2020
NASSM Delegates,

On behalf of the North American Society for Sport Management, I am pleased to welcome you to our inaugural virtual conference.

Dr. Lisa Kihl, the section heads, and the reviewers have done an outstanding job in assembling a wonderful academic program, and Orland Hoeber and Stacy Warner worked hard to provide a virtual home for all these excellent contributions. I am proud of how NASSM members have dealt with this crisis, and chose to use it as a venue for growth and development, engaging with their peers in this new virtual setting, rather than closing themselves off from their colleagues all together.

We offer you more than 300 presentations, with approximately 40% of them choosing to share their work through a URL. Additionally, spread out over two days, we are offering you an excellent line up of synchronous contributions, in the form of workshops, a keynote panel discussing the effects of CoVid-19 on our industry, and of course, the Annual General Membership (AGM) meeting. All of our content will be publicly available giving our members the chance to share their work with their own respective networks, in a way that might not have been possible before.

NASSM chose to take the current crisis head-on and learn valuable lessons in how our members could connect with each other in new ways, and we hope it will lead us to a path in which there are ongoing virtual platforms for our members to engage in, allowing them to connect with their peers in new ways, and find new avenues to increase the impact of their scholarship.

This virtual conference could not have taken place without your willingness to explore new paths, and for that, the NASSM Executive Council would like to thank you all for taking this journey with us.

Kind regards,

Bob Heere
NASSM President
Outstanding Reviews – 35th Annual Conference

The North American Society for Sport Management (NASSM) relies on volunteers to review abstracts. Without them, the annual conference could not take place. This year, 152 individuals gave their time to help review the 593 abstracts that were submitted, and another 27 individuals coordinated the review process as section heads. In addition, Dr. Leigh Ann Bussell coordinated reviews by two further reviewers for the 65 submissions to the Teaching & Learning Fair. Truly, one and all, we are grateful for everything you have done to make this conference the quality experience that it is.

I also want to recognize Conference Manager, Dr. Stacy Warner and Web Administrator, Dr. Orland Hoeber. This year’s virtual conference would not have been possible without the dedication, perseverance, and hard work of these two individuals. Please feel free to send them a virtual thank you!

In recent years, we have recognized one or more reviewers whose quality and volume of contribution stands out. This year, the Outstanding Reviewer is:

Dr. Gareth Jones (Temple University)

Many thanks to everyone who assisted with the conference program this year, and our special congratulations to Dr. Jones.

Sincerely,

Lisa A. Kihl

Lisa A. Kihl
NASSM Past-President
Academic Program Chair, 2020 NASSM Virtual Conference
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2020 North American Society for Sport Management Conference (NASSM 2020)

San Diego, CA

May 27 – 30, 2020

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Communication
“Give Us Your Poor, Your Waived, Your Supplementally Drafted …”: Institutional Maintenance in the Case of The United States Football League

Florian Hemme, High Point University
Dominic G. Morais, Trinity University

Communication - Media (Professional Sport)  virtual asynchronous
10-minute lightning talk (including questions) Session: Organizational Theory I
Abstract 2020-001

Throughout its existence, the National Football League has had to fend off several attempts at establishing competing leagues and alternative football offerings (MacCambridge, 2008). Of those challenges, the United States Football League (USFL), which kicked off in March of 1983 as a spring alternative to the NFL’s fall schedule, came closest to unsettling the existing football world order. Although it folded after a tumultuous three years, and its demise “would end for the foreseeable future the regular challenges by upstart leagues” (MacCambridge, 2008, p. 361), the USFL serves as a case study of media’s role as agents protecting institutional arrangements.

Using institutional work, legitimacy, and rhetoric scholarship, this research examines the rhetoric employed in Sports Illustrated, Sport, and The Sporting News in response to the USFL’s attempt to challenge the NFL’s dominance over professional football in North America. Media accounts “have been considered a particularly useful source for analyzing the roles of actors in institutional frameworks” (Riaz, Buchanan, & Bapuji, 2011, p. 190) and we extend previous considerations of the media’s role in institutional debates (Krippendorf, 2004; Riaz et al., 2011). Furthermore, we highlight the relative importance of legitimacy dimensions in the sport context.

To analyze our data, we followed “a modified version of content analysis” (Greenwood & Suddaby, 2005, p. 42), employing both deductive and inductive elements. First, we scoured our target media for articles published on the USFL between 1982 and 1986. Second, we read and open coded all article excerpts (Corbin and Strauss, 2014), noting actors’ positions regarding the USFL. These arguments constituted first-order themes. Using these first-order themes, we analyzed data again, looking for underlying common threads or recurring patterns in the arguments presented against the USFL. These emergent categories, linking related statements and actor positions, constituted second-order themes evidencing thematic distinctions (Krippendorff, 2004). Central to our data analysis was the organization and coding of second-order themes according to their dominant rhetorical strategies.

We identified six rhetorical strategies: questioning USFL leadership’s credibility, emphasizing past failures and the USFL’s lack of tradition, ridiculing prominent characteristics, dismissing the USFL as generally inferior, accentuating the USFL’s lack of talent, and sowing doubt. Strategies included features of classic rhetorical strategies like logos and pathos, but also involved cosmological constructions. Through our examination of the narratives aimed at maintaining the NFL’s role as the sole legitimate provider of football in the US, we provide a nuanced example of how a powerful institution is protected against challenges through media-framed rhetoric aimed at different legitimacy dimensions. In this scenario, the presentation of information was decidedly skewed against challenges by institutional incumbents, creating a media market saturated with information preserving the position of the NFL. This research is also timely, as it sheds light on the ways in which long-standing institutions and leagues, via the systems within which they reside, maintain their authority and/or legitimacy in the face of seemingly powerful countercultural movements.
The eSports industry is growing immensely with a $1.1 billion global market in 2018 (Russ, 2019). eSports, including the professional league championships watched by millions of viewers, have garnered much attention. Despite the popularity, it is widely noted that the video gaming culture is male-dominated and overtly sexist (Fox & Tang, 2014; Nakandala, Ciampaglia, Su, & Ahn, 2017; Ruvalcaba, Shulze, & Kim, 2018). One segment of professional gaming that has glaring gender disparities is the media and broadcasting side. Like in traditional televised sports, broadcasted eSports events have announcers who explain the action to the viewing audience. These announcers are colloquially known in the gaming community as “shoutcasters” or simply “casters”. Most frequently, casters are men, although women are beginning to enter into these roles. Perceptions of broadcasters, including their credibility, are important factors when considering the growth in casting opportunities. The gender of the media members often dictates the type of coverage being discussed and influences the users’ perceptions of credibility of the source. Source credibility theory (Hovland, Janis, & Kelly, 1953) provides a framework to understand how users perceive casters. Women in traditional sports journalism are often viewed as less competent or informed (Mudrick & Lin, 2017; Odrman & Zillmann, 1994) and credibility frequently questioned. There is limited research on women in the eSports community and a gap in how women are perceived as casters. With the eSports industry growth and its gender-biased climate, it is critical to assess the media side and casters. The purpose of this study was to determine whether or not gamers perceived significant differences in the credibility (trustworthiness and expertise) of male and female shoutcasters in the professional gaming industry. An experimental design was employed in which gamers (N = 239) were recruited online and randomly assigned to one of two groups. Participants watched a video of a League of Legends match. One group (n = 111) watched segments of the match which featured a pair of male shoutcasters commentating, while the other group (n = 128) watched segments with a male an a female shoutcaster. After watching the video, participants evaluated the casters, providing perceptions of source credibility (trustworthiness and expertise) rated on a 1-7 semantic-differential scale (Ohanian, 1990), measuring the caster’s level of trustworthiness (dependability, honesty, reliability, trustworthiness, sincerity), and expertise (qualified, knowledgeable, skilled, experienced, and expert). Gamers also provided their identification levels (Trail et al., 2003). The gamers were largely men (79%) about 22 years old, consumed eSports on average 32 hours per week and identified as gamers (M = 5.45/7.00). Through t-tests, we found that participants did not perceive differences in expertise between the male and female caster, and a small significant difference (p = .01) in that the gamers found the female caster to be more trustworthy than the male. MANCOVAs revealed that while controlling for League of Legends identification, gamer identification, and involvement, there were no significant differences in a female/male pairing’s expertise and trustworthiness in comparison to the all male pairing. Implications will be discussed.
Constraints of Pay-Per-View Viewership and the Role of Social Media: A Case of the Ultimate Fighting Championship

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Communication - Social Media (Professional Sport) virtual asynchronous
Poster Abstract 2020-003 Session: Poster Session I

After the inception of mixed martial arts, the popularity of the Ultimate Fighting Championship (UFC) has increased sharply (Smith, 2016). The UFC reported approximately $600 million in revenue in 2018 (Nash, 2019), and pay-per-view (PPV) sales were a primary revenue stream. However, the UFC’s PPV sales have not always been successful. Some top UFC events recorded more than one million PPV sales, while more than half of the events in past years sold less than 270,000 viewership (MMApayout.com, n.d.). Although previous studies identified factors affecting the success of UFC PPV viewership (Kim et al., 2019; Tainsky et al., 2012), constraining factors that deter UFC fans from purchasing PPV have not been extensively investigated.

The uses and gratifications theory (UGT) assumes that individuals actively evaluate and use various media platforms to fulfill gratifications (Katz et al., 1974). Previous UGT literature identified the significant influence of social media on consumer behavior (Phua et al., 2017; Vale et al., 2018); of these, Kim et al. (2019) also confirmed the importance of social media on UFC fan consumption. When compared to other professional sport streaming services, the UFC charges a relatively higher price for its PPV and its PPV sales might fluctuate more due to the unique characteristics of UFC events (limited selectivity of fight cards and scheduling), causing UFC fans to stay away from PPV and rely on social media instead. The purpose of this study was to explore UFC fans’ constraint factors from social media followers’ perspective that influence PPV purchase and to examine how social media play a role as an alternative channel to compensate their needs.

An online open-ended questionnaire was administered to a sample of 419 official UFC social media followers. A qualitative content analysis was employed by following Schreier’s (2012) guidelines. The data analyses involved open coding, organizing codes, and drawing inference based on identified codes. To ensure intercoder reliability, avoid cross-contamination, and assist in the discussion of the findings, data were reviewed, coded, and analyzed separately by two independent coders, focusing mainly on the latent meaning of the content (Schreier, 2012). The validity and trustworthiness of the analyses were achieved through meeting Lincoln and Guba’s (1985) criteria.

Findings revealed five constraint factors that restricted UFC fans from PPV purchase, including financial constraints, limited social interaction, fight cards, events schedule, and environmental restraints (family responsibilities and time conflict). UFC social media followers were reluctant in purchasing PPV because of high prices, lack of interaction with other fans, unexciting fighters, untimely event schedules, and environmental restraints. Without purchasing the PPV, they were still able to fulfill their consumption desire through various social media outlets.

The findings suggest that social media streaming can negatively influence PPV consumption. Despite the negative influence, however, social media may help UFC fans maintain their fandom through nurturing consumer interest. When constraints are resolved, actual purchases of PPV may occur. Accordingly, UFC managers should focus on making PPV more accessible to a broader audience and developing more effective marketing strategies for social media followers.
Millions of people tuned into the Overwatch League (OWL) in 2019, and the 2020 viewership is predicted to be record-breaking (Forbes, 2019). Given this continuous growth, it has become necessary to understand the determinants of eSport viewership to identify consumer behaviors. This study, therefore, aims to extend previous literature by empirically examining such determinants—particularly by using OWL viewership logs to investigate which determinant factors have driven viewers to watch eSports.

Previous studies have identified five factors of sport demand (Borland & Mcdonald, 2003), including consumer preferences (e.g., consumer habits or popularity among consumers), viewing quality (e.g., the quality of stadium or environmental conditions), economics (e.g., ticket prices), the sporting contest (e.g., success of competing, quality of a match), and supply capacity (e.g., stadium size). Based on these components, sport and media researchers have extended the borders of study to TV sports viewership (Alavy & Gaskell, 2010). Several studies seeking appropriate factors for TV viewership have been conducted, all of which have shown that consumer preferences and the sporting contest mainly influence attendance (Tainsky & McEvoy, 2012; Tainsky, 2010; Paul & Weinbach, 2007).

While eSports leagues have adopted similar structures to North American professional sports, they are mainly broadcasted on live-streaming platforms, such as Twitch.tv or YouTube. This prevents the variables in traditional viewership studies from being adopted to consider eSports. Therefore, the present research has developed replacement variables specifically designed for the eSports context. For instance, kill/death ratios and players’ average ratings within a game represent players’ scores and performance (Hamari & Sjöblom, 2017), and the number of social networking service (SNS) likes and followers represents customer preference in the form of players’ popularity (Forbes, 2019). The number of viewers watching the 2019 OWL, as well as the accumulative winning percentages, game results, and average player ratings, were also collected by the chosen statistics portal—TwitchTracker, Winston’s Lab.

To address its purpose, this research applied first stage generalized method of moments (GMM) estimates for a dynamic linear model (Arellano & Bond, 1991). The number of viewers was regressed by the average ratings of players, the kills/deaths/assists (KDA) statistics, and the number of followers. A total of 672 observations was collected in the model, and the results showed that the viewership indicated autocorrelation in the first period and that the ratings for the “home team” positively impacted viewership (β = .113, p=.022). The number of followers was not related to viewership, but team-specific factors showed a significant relationship to viewership numbers.

From an academic perspective, this study advances sport management scholarship by considering viewership demand, which is unique to eSports. The results also provide practitioners with valuable information and important insights for increasing viewing quality, which, in turn, will increase viewership numbers and revenue for the eSports industry.
Examining Communication Effectiveness of The Globalized Fitness Program - F45

Ran Wei, Western Michigan University
Yuanlong Lin (Advisor), Western Michigan University
Elizabeth Northuis, Western Michigan University

Communication - Other (Physical Activity) virtual asynchronous
Poster
Abstract 2020-005 Session: Poster Session I

Introduction/Background: The fitness industry has been world-wide growing and expending rapidly in the past decades. In 2015, $77.5 billion revenue were generated from over 150,000 health clubs cross the world (Chang, Robinson, Shu & Ma, 2019). In the United States, there were 36,000 fitness gym in 2015 (Iranmanesh, Gholipour & Hyun, 2019). In such a competitive industry, according to the Functional 45 fitness training program (F45) official site, 1800 studios have been launched across 45 countries in just seven years, with an average of 260 new branches per year (F45, 2019), which is a successful case for fitness program development. Effective communication skills have played a vital role on management success (Hartman & McCambridge, 2011). Communication would be more effective if the managers have a greater understanding of their customers among the multicultural environments (Mukherji & Jain, 2015). Effective communication would contribute to customers’ satisfaction and loyalty (Iranmanesh, Gholipour & Hyun, 2019), quality of the relationship between individuals and the organization (Mukherji & Jain, 2015), and managerial success (Hartman, McCambridge, 2011). However, to our knowledge, it is not so clear regarding the communication effectiveness on the F45 fitness program. The purpose of this study is to explore communication effectiveness among the F45 program trainers and participants in a diverse culture setting.

Methods: The population of this study is the fitness programs with diverse participants background. The sample site was selected via convenience sampling strategy in the Midwest region with the F45 program. The two-sided communication will be investigated. One side from the F45 trainers who provide the services and the training instructions. Another side from the participants that associated with four groups: domestic students (DS), domestic university staff or faculty (DSF), international students (IS), non-domestic university staff or faculty (ISF). The Communication Effectiveness Model (CEM, Mukherji & Jain, 2015) will guide this study. The validity confirmed Communication Effectiveness Scale (CSE) will be utilized and modified as the data collection instrument. CSE will be distributed to the participants for a pre-test in order to identify their prior knowledge of the F45 program. Then same questionnaire will be followed up as post-test to examine how much knowledge they gain after the F45 training. The F45 trainers will be examined after the session with the modified questionnaires to identify how much service and information they cover during the training. The F45 trainers’ responses will subtract participants’ pre-test responses which will be treated as pre-training fitness knowledge gap and subtract the post-test responses as post-training fitness knowledge gap.

Data collection: Human Subject Institute Review Board (HSIRB) approval will be pursued for ethical consideration. The permission and gate access were granted. Self-administered 5-point-likert-scale questionnaires mentioned above will be distributed at the F45 studio site.

Data Analysis: Two (pre/post) by four (DS/DSF/IS/ISF) mixed design multivariate analysis will be employed to analyze the data. Four main factors (self-concept, reaction to strangers, group interaction and mindfulness) will be analyzed to seek the F45 program communication effectiveness differences among four groups of customers. Based on the research findings, final conclusions and implications will be presented.
Fandom in the Twitter World: A Content Analysis of Sports Fans’ Tweets during the 2018 College Football National Championship

Bumsoo Park, The University of Alabama
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Communication - Social Media (College Sport) virtual asynchronous
Poster
Abstract 2020-006 Session: Poster Session III

The advancement of social networking technologies allows sports fans to become more active media consumers (Dart, 2009) and an increasing proportion of fans watch sporting events via television or streaming devices while simultaneously interacting with friends or other fans on social media (Hwang & Lim, 2015), a concept known as social TV. According to Cunningham and Eastin’s (2017) survey of sports fans, 79% of televised sports viewers have accessed SNSs during sporting events. Recently, there has been a growing number of attempts to examine sports fans’ social TV usage, primarily screen related backchannel. For example, recent research shows sports fans engage social TV to increase social interaction with others and to access game-related information (e.g., Gallus, 2018; Larkin & Fink, 2016).

Moreover, many scholars (e.g., Fan, Billings, Zhu, & Yu, 2019; Yu & Wang, 2015) reveal that sports fans also use social TV to express their emotional responses to the events. Particularly, due to the unpredictability of game processes and outcomes in sports, fans often experience various emotions (e.g., happiness, anger, sadness) while they are watching sports (Kim, Magnusen, & Lee, 2017) and social media provide attractive space for expressing these aroused emotions (Billings, Qiao, Conlin, & Nie, 2017; Wakefield, 2016; Zolkepli & Kamarulzaman, 2015).

Specifically, fans tend to post more positive emotions on social media when the team they root for scores or wins than when their team fails (Mudrick, Miller, & Atkin, 2016).

To explain fans’ emotional reactions or expressions on social media, previous research (e.g., Fan et al., 2019; Mudrick et al., 2016) mainly focuses on the concepts of “Basking in reflected glory” (BIRGing), which indicates fans want to promote their association with the success of the team (Cialdini et al., 1976; Wann & Branscombe, 1993) and “Cutting off reflected failure” (CORFing), which describes sports fans’ tendency to disassociate themselves from failure in an attempt to manage their negative feelings (Snyder et al., 1986).

However, BIRGing (when the team wins) or CORFing (when the team loses) is not the only way to express their feelings according to previous research (e.g., Cialdini & Richardson, 1980; Raney, 2006), suggesting that people can also manage their positive feelings by criticizing other teams or disliked characters. Moreover, BIRGing and CORFing previously pertained to activities and emotions fans exhibit post-game, yet social media now allows for the management of these feelings while the game is unfolding. Thus, there appears to be a demonstrable difference between how one responds to actually winning a game as opposing to thinking one is going to win the game.

Therefore, the purpose of this study is to examine why and when sports fans use social media, and what they post on their social media (i.e., Twitter) during a key sporting event (the 2018 College Football National Championship game) with a focus on content analyzing fans’ natural real-time emotional expressions. Particularly, the researchers will examine both Alabama and Georgia fans’ tweets and compare their “in-the-moment” emotional expressions in accordance with the success and failure of their team during the game.
Impacts of Sensory and Cognitive Reality on Enjoyment, Usefulness, and Satisfaction in Virtual Reality Sports

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Junseok Byeon, Sungkyunkwan University
Junbyung Lee, Sungkyunkwan University
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Communication - Media (Other)  virtual asynchronous
Poster
Abstract 2020-007  Session: Poster Session III

The development of virtual reality (VR) technology offers opportunities for a widespread consumption of VR sports experience. The VR, an immersive and interactive three-dimensional 3D computer experience occurring in real time, has been described as having the potential to be a powerful tool for sport companies to provide sport experiences.

In the VR, ‘reality’ is a key variable that can explain a user’s experiences that is different from the real world. It is argued, therefore, one of the key determinants of VR is the authenticity, which refers to the extent to which the virtual environment can resemble the real environment.

The purpose of this study was to investigate the effect of reality on user’s experience performance (i.e., enjoyment, usefulness, satisfaction) in VR sports. In this study, the ‘reality’ of VR sports is composed of ‘sensory reality’ (Steuer, 1995) and ‘cognitive reality’ (Lombard & Ditton, 1997) based on previous studies related to presence and reality. It reflects the technical factors that can materialize reality and the content factors that enable the interpretation of reality, based on the media characteristics of VR sports. ‘Sensory reality’ means that user’s evaluation of how vividly the VR sports are created (or reproduced), including the visual display (image quality, image size, viewing distance, color, etc.), aural presentation (volume, quality and required sound), tactile stimuli, and so on. ‘Cognitive reality’ means that the user’s evaluation of whether the contents (objects, environment, and nature of task or activity, etc.) of VR sports created by VR technology accurately describe actual sports situations.

A total of 238 users from 8 virtual golf centers in Korea participated in this study. Pre-existing measures of the core concepts were identified where possible and adapted on the basis of the nature of the phenomena understudy. Participants responded to Nam, Yu, & Shin’s (2017) sensory reality scale (4 items), and Hwang and Park’s (2011) cognitive reality scale (4 items). Users’ experience performance (i.e., enjoyment, usefulness, satisfaction) was measured using 9 items developed by Franke & Schreier (2010) and Crespo, Bosque, & Sanchez (2009). Results using structural equation modeling showed that sensory reality and cognitive reality had positive impacts on enjoyment and usefulness. In terms of influence, sensory reality had more influence on enjoyment than cognitive reality. On the other hand, cognitive reality had more influence on usefulness than sensory reality. In addition, enjoyment and usefulness had positive impacts on satisfaction.

This study suggests that reality has to be managed in order to improve user experience performance in VR sports. As found in this study, the dimension of reality has a relatively different effect on enjoyment and usefulness. Although sensory reality and cognitive reality are considered as determinants and measurement factors in virtual reality, it is necessary to develop multidimensional and detailed reality concept that can analyze VR sport more concretely.
Increasing Engagement and Online Interest in Women’s University Sport: An Analysis of a Canadian University Women’s Hockey Team’s Social Media Content

Victoria Dewar, Brock University
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Communication - Social Media (College Sport)
20-minute oral presentation (including questions)
Abstract 2020-008

The rise of social media has enabled sport organizations to enhance and deepen connections with an array of stakeholders; including fans (Meng et al., 2015). Historically, there have been differences in the way male and female athletes were depicted in mass media as men’s sport was often more glorified, but researchers suggested the rise of social media will provide more prominence to women’s sport (Chen et al., 2016). Women’s sport teams can use social media to attain the same level of exposure and engagement as men’s sport and connect with their fans more economically and effectively than through traditional media (Chen et al., 2016).

Organizations that utilize social media for marketing purposes share the goal of generating high levels of engagement, measured through likes, shares, retweets, and comments. There has been research conducted at the professional sport level in this area, but very limited research at the university sport level, especially in Canada. Martin et al. (2011) found that many university athletic departments operate and execute their social media accounts with few resources. University social media managers are challenged because of the lack of research in the Canadian university setting.

The purpose of this study is to explore how one university women’s hockey team utilizes social media to connect with key stakeholders to increase engagement through an analysis of content posted to their social networking sites over two seasons. In this study, one university hockey team’s posts to Twitter and Instagram will be analyzed to understand what content types are most engaging to the team’s followers. Additional factors will be examined, such as the day or time of day in which the content is posted.

Within the realm of Canadian university sport, there is limited knowledge around what type of content engages stakeholders with athletic departments and teams. When analyzing posts from the team’s Instagram page, differentiation will be made between posts with a sporting objective and a charitable objective (Kim and Hull, 2017). Additionally, content focused on brand attributes, like game promotion and team success, will be analyzed (Anagnostopoulos et al., 2018). The team’s Twitter is primarily utilized for live-tweeting hockey games; thus, tweets will be coded whether they are posted in-game or to deliver news (Gibbs and O’Reilly, 2014). Within both sets of analysis, posts will also be coded based on the content they include (i.e. photo, video, graphic).

Preliminary results indicate that engagement levels are highest amongst Instagram posts that focus on player promotion and team charity. On Twitter, tweets that include a photo and a post focusing on community news and player recognition have the highest engagement. Results of this study are expected to provide a new perspective on effective social media utilization at the university level and within women’s sport. Sport marketers of university athletics departments and individual teams will be able to utilize the results of this study to make effective decisions surrounding what type of social media content will engage stakeholders and how to better utilize the resources they have.
Informing Future Media Approaches: The Perspective of Paralympic Athletes

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Communication - Media (Disability Sport) virtual asynchronous
Poster Abstract 2020-009 Session: Poster Session II

The Paralympic Games are a mega sporting event providing media outlets the opportunity to broadcast disability sport to an international audience. Media coverage of the Paralympic Games has a role in how elite athletes with impairment and disability sport are portrayed and perceived by the public (Hellwege & Hallmann, 2019; Rees, Robinson & Shields, 2019). Researchers within this field have largely focused on constructions of disability and ableism of Paralympic athletes within the media. The emancipatory nature of this research has led scholars to argue that the stereotypical discursive frames that dominate media coverage disempower athletes by framing disability as a problem that requires ‘overcoming’ in order to achieve success (Rees, Robinson & Shields, 2019).

Since the 2012 Paralympic Games in London, broadcasting networks such as Channel 4 in the United Kingdom and the Canadian Broadcasting Company (CBC) in Canada have worked towards improving Paralympic media coverage. This has primarily been achieved by voicing a dedication to providing not only greater media coverage but, by providing empowering coverage that focuses on athleticism first and foremost (Beacom, French & Kendall, 2016; CBC Media Center, 2017; Pullen, Jackson, Silk & Scullion, 2018). While the judgement on the amount and/or value of media coverage has improved through the increased focus on athletic achievement, stereotypical discourses remain dominant (Maika & Danylchuk, 2016; Pullen, Jackson, Silk & Scullion, 2018).

The aforementioned literature demonstrates that both scholars and media personnel recognize the importance of foregrounding athleticism within Paralympic media coverage. What research lacks however is knowledge from those who are represented in Paralympic media. This knowledge can offer insight into informing future approaches for Paralympic media coverage where athleticism is foregrounded. The purpose of this research was to therefore explore Paralympic athletes’ experiences of being represented within Paralympic media coverage.

We are conducting eight semi-structured, photo-elicitation interviews with Canadian Paralympic athletes who have been featured in at least five online media articles since the 2012 Paralympic Games. Photo-elicitation interviews are researcher-driven, meaning that the researcher will provide the photos as a tool to promote discussions (Bates, McCann, Kaye & Taylor, 2017). A portfolio of Canadian media coverage on the participant is used in the interview as a prompt for understanding participants’ experiences (Hatten, Forin, & Adams, 2013). We use an inductive approach and employ a critical discourse analysis to assist the coding process.

The voices of Paralympic athletes suggest the need for alternative approaches for representing Paralympic athletes and disability sport. Results of this study will add to the body of sport management research by providing practical insights for sports media personnel from the perspective of those who are represented within Paralympic media coverage. The knowledge offered by this study can assist sport media personnel with the construction of authentic, credible coverage of disability sport as media personnel develop new approaches for improving coverage of future Paralympic Games. This study further contributes to sport management scholarship by providing insight into how investigations of those who are represented by media may translate across other sports media domains.
Novelty or Distraction: Effects of High-Tech Cameras on Sports Consumers’ Viewing Experiences

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Communication - Media (Professional Sport)
20-minute oral presentation (including questions)
Abstract 2020-010

Based on the self-determination theory (SDT), this study posited that the use of high-tech cameras (360-degree and point-of-view cameras), recently adopted by several professional leagues for broadcasting sports games, may either enhance or decrease viewing experience for sport consumers depending on their level of sports involvement (SIV). Particularly, the use of high-tech cameras would provide a novel viewing experience for highly involved sports consumers (HISC) and thus lead to more positive behavioral consequences. When individuals are highly involved with consumption, a novel experience further enhances their engagement with the consumption (Ryan & Deci, 2000). Meanwhile, the multi-faceted viewing experience associated with high-tech cameras, which vigorously use first-person action and often freeze play actions to feature full 360-degree panoramic camera view, would distract the viewing experience for less-involved sports consumers (LISC). Distraction is a key experience that has a negative impact on individuals’ behavioral consequences (Deci & Ryan, 2000). Thus, we propose the following hypothesis:

H1: For HISC, the use of high-tech cameras leads to greater perceived novelty and greater intention to follow the YouTube channel that provides the sports content than the use of non-high-tech cameras.

H2: For LISC, the use of high-tech cameras leads to greater perceived distraction and less intention to follow the YouTube channel that provides the sports content than the use of non-high-tech cameras.

The experiment used a 2 (type of camera: high-tech vs. non-high-tech) × 2 (level of SIV: high vs. low) between-subjects design (n = 289). First, participants watched a highlight clip of an NFL game that was either recorded by 360-degree and point-of-view cameras (high-tech camera condition) or two-dimensional traditional cameras (non-high-tech camera condition). They then completed a questionnaire that included the measure of dependent variables and covariate (team identification).

Regarding perceived novelty, the main effects of camera type (p < .001) and SIV (p < .01) and the interaction effects (p < .01) were significant. The results further indicated that high-tech cameras (M = 5.63) led to greater perceived novelty from HISC than non-high-tech cameras (M = 4.84), p < .01.

Regarding perceived distraction, the main effects of camera type (p < .05) and SIV (p < .01) were significant; moreover, interaction effects between those two variables were significant for a one-tail test (p = .09). The results further indicated that high-tech cameras (M = 4.13) led to greater perceived distraction from LISC than non-high-tech cameras (M = 3.40), p = .01.

Regarding intention to follow the YouTube channel that provides the highlight clip, the main effects of camera type (p < .05) and SIV (p < .01), and interaction effects (p < .05) were significant. Specifically, high-tech cameras (M = 6.20) led to greater intention to follow the YouTube channel from HISC than the non-high-tech cameras (M = 5.74), p < .05. Meanwhile, both high-tech (M = 3.70) and non-high-tech (M = 4.02) cameras resulted in similar intentions to follow YouTube from LISC, p = .16. Thus, H1 (H2) was (partially) supported.

Our finding extends the existing literature by demonstrating that the use of high-tech camera does not always lead to positive viewing experiences. Indeed, such effects are based on sports consumers’ level of SIV.
Social Media and the Promotion of Sports Franchises within Broader Arena Districts

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Daniel Mason (Advisor), University of Alberta

Communication - Social Media (Professional Sport) virtual asynchronous
Poster
Abstract 2020-011 Session: Poster Session I

Social media can be defined as “a group of Internet-based applications … [that] allow the creation and exchange of User Generated Content” (Kaplan & Haenlein, 2010, p. 64). In a sport context, Hambrick and Simmons (2010) investigated how the nature of communication has changed between athletes and fans using twitter. (Abeza, O’Reilly & Seguin, 2015) reviewed research on social media in sport management, while other studies have examined fan engagement strategies (Prunschinske et al., 2012; Stavros et al., 2014; Vale & Fernandes, 2018), and branding strategies of sports teams (Brandi, 2014; Parganas & Anagnostopolous, 2015) though social networks. However, studies have yet to examine the promotional and marketing strategies of arena district websites, and how they use social media to highlight or promote the sports team that play there. This is an important consideration as the broader success of arena-anchored urban development projects is tied directly of the ability of the teams to bring fans (and their corresponding economic activity) to the districts where games are played (Mason, 2016; Rosentraub, 2009). Thus, the purpose of this study is to identify how the websites of two arena districts (Columbus, Ohio’s downtown Arena District, and Glendale (Phoenix) Arizona’s Westgate Entertainment District) promote their sports team through social media. More specifically, the following questions will be explored: which social media apps are given priority? Which teams are given priority? What is the nature of the content itself? How are the teams promoted and prioritized related to other amenities in the districts (other entertainment, shopping, dining, real estate development, etc.)?

In order to identify the patterns of communication and promotional strategies, data will be collected from seven online social media pages: twitter.com/Arena District, Instagram.com/arenadistrict, facebook.com/ArenaDistrict, twitter.com/Westgate-AZ, , Instagram.com/Westgateaz, facebook.com/Westgate-AZ and youtube.com/user/WestgateEntDistrict. The current study is in progress; the period of data collection may be adjusted pending the availability of data (for example, the timeline may be expanded if the sample is deemed too small). Posts (status update, photos, videos, links, information, notes etc.) will be collected. Number of posts, number of followers of the pages, post time, the number of likes, shares and comments will be used initially to sort the data. Posts will then be analyzed for both manifest and latent content; it is anticipated that themes will emerge related to the teams and the manner through which they integrate with the broader districts.

This study is currently in progress; however, we feel that there are several important contribution the findings will make. First, arena districts and the franchises that play there are uniquely interrelated. Thus, understanding how districts are promoting teams is critical to understand how and why some districts appear to be more successful than others. Second, understanding how districts promote teams may also give insight into how the teams are valued as part of the broader urban development projects they are embedded in. Finally, the study contributes to a growing body of research examining social media and sport in a novel context.
Take Me Out to the Ballgame: Evaluating Accessibility and Accessible Services of Major League Baseball Websites

Joshua Pate, James Madison University
Timothy Mirabito, Ithaca College

Communication - Public Relations (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sport Communication
Abstract 2020-012

People with disabilities (PWDs) spend approximately $17.3 billion annually on travel and, with typically one or more travel companions, the actual impact is closer to $34.6 billion (Open Doors Organization, 2015). Exploration of accessibility features is what distinguishes PWDs, as they “may rely heavily upon communications” from an organization or destination to “ensure that accessibility will not pose a problem for them” once they arrive on-site (Grady & Ohlin, 2009, p. 162). Thus, it is important to investigate how service-related information is communicated online when traveling for sport-related events. Additionally, PWDs are identified as a marginalized demographic. The current study uses Transformative Service Research (TSR) as a lens for investigating the service needs of PWDs. TSR has been defined as “the integration of consumer and service research that centers on creating uplifting changes and improvements in the well-being of” consumers and employees (Anderson et al., 2011, p. 3). TSR attempts to enhance the well-being of vulnerable consumers (e.g., PWDs), who often enter a service setting with marginalizing and stigmatizing conditions (Rosenbaum, 2015). The current study aims to evaluate accessibility services at sport facilities and how they are communicated to consumers. Therefore, the purpose of the current study is to analyze accessibility of sport facility websites and how they communicate accessibility services provided within the stadium.

The study is currently in progress with a targeted completion date of January 2020. Using Major League Baseball as a pilot, researchers documented the URL where all 30 stadium websites provided information about accessibility. Second, following methodology from Baule’s (2019) evaluation of special education cooperative websites, that URL was evaluated using AChecker, a free, online accessibility-checking software that evaluates content in accordance to the minimum acceptable standards of Web Content Accessibility Guidelines (WCAG) 2.0 Level A and Level AA for accessibility. Groves (2013) suggested websites must meet Level A compliance, should meet Level AA compliance, and may meet Level AAA compliance. Findings will include “Known Problems”, “Likely Problems”, and “Potential Problems” for all 30 MLB stadium websites, as reported by AChecker. Third, the content within those stadium websites will be analyzed against existing criteria for hosting events in an accessible location by establishing a rating scale for sport facilities (Clemson University, 2018).

Evaluating the accessibility of MLB websites can allow the league and its 30 teams to better understand barriers that exist in their attempt to communicate with fans about accessibility features. Furthermore, establishing a uniform method of evaluation provides the consumer with greater awareness of an environment before they attend a game, combatting the possibility of social isolation by enhancing inclusion. Such a uniform method of evaluation is an attempt to address the charge by Darcy and Taylor (2013), who identified a lack of standards for disability access.
The Effect of Team Identification on Information Processing

Colin Lopez, Temple University
Daniel Funk (Advisor), Temple University

Communication - Social Media (Professional Sport)  
virtual asynchronous

20-minute oral presentation (including questions)  
Session: Team Identification I

For sport professionals, there is increased emphasis on framing a singularly focused message to increase consumer engagement and attention to a website or brand (Doorn et al., 2010). Research indicates that media has a significant impact on what people think and learn, through its curation (Neuman, Guggenheim, Jang, & Bae, 2014). The most efficient path to influence consumers is through consistent exposure to information that reinforces prior beliefs (Lee & Park, 2007). From a cognitive learning perspective, increased attention to a message promotes elaboration and leads to positive learning outcomes of recall and comprehension. However, research has failed to investigate how sport consumers engage and learn from digital sport news.

What consumers learn from a message is largely based on cognitive processes and existing biases (Petty & Cacioppo, 1986). Prior research indicates two forms of information processing, attention and elaboration, are antecedents to learning. However, for message elaboration to take place, attention must first occur (Eveland, 2001). Additionally, Morris, Woo, and Singh (2005) found that emotional responses can also influence information processing. As a result, team identification (TID) will likely create a bias in the elaboration of information about a team and subsequent learning outcomes.

The effects of Team ID have been displayed in various capacities. Higher levels of TID produce intense emotional responses (Bernache-Assollant, Lacassagne, & Braddock, 2007; Sloan, 1989) and influence attending games, buying merchandise, and increased media use (Trail, Anderson, & Fink, 2000). Additionally, research on information processing indicates that commitment level, a close proxy to TID, influences elaboration of sport news and increases recall of embedded facts (Funk & Pritchard, 2006). Hence, the current research examines whether TID creates a bias in information processing and learning outcomes recall and comprehension. It is hypothesized that the effect of attention on elaboration will be mediated by TID in a digital sport news context.

Method and Results

Participants (N=592) were recruited for a between-subjects, experimental design study. Participants were randomly shown an identical sport story about a team on either twitter or traditional website followed by measures assessing recall and comprehension of the story, attention, elaboration, and TID. A multiple mediation analysis was conducted in SPSS AMOS 26. The indirect effect of Attention -> Elaboration -> Recall and Comprehension was not significant (β = .001, LLCI = -.029, ULCI = .029). However, there was a significant indirect effect with TID was included: Attention -> TID -> Elaboration -> Recall and Comprehension (β = .018, LLCI = .0065, ULCI = .0324). No significant differences were found in recall and comprehension between the twitter and webpage conditions.

Discussion

This research theoretically contributes by showing how Team ID operates as an explicit bias for processing sport news. Specifically, Team ID helps explain the relationship between attention to a message and subsequent elaboration that occurs. While information processing is largely cognitive, the emotive effects of Team ID also contribute to what and how consumers learn. Managerially, understanding how a consumer’s explicit biases influence what is learned from a message can influence marketing campaigns.
The Effects of Robot Umpires on Fans’ Evaluations of Game Consumption

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Haran Lee, Sungkyunkwan University
Young Woong Kang, Sungkyunkwan University
Seonghyeon Baek, Sungkyunkwan University
Seong Hwan Ju, Sungkyunkwan University
Kwangjo Choi, Sungkyunkwan University
Dohyang Kim, Sungkyunkwan University
Su Kyung Hyung, Sungkyunkwan University
Kyungro Chang (Advisor), Sungkyunkwan University
Taehye Kim (Advisor), Sungkyunkwan University
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Communication - Media (Professional Sport)  
Poster  
Abstract 2020-014  
Session: Poster Session II

Minor league baseball has recently adopted robot umpires (RUs) to judge balls and strikes. Once the pitcher throws the ball, the RU identifies balls and strikes based on a computer system and informs human umpires (HUs). Leagues expect that RUs will enhance the accuracy of calls. However, the use of new technology (e.g., RUs) decreases the emotional aspect of sports which is a key reason why fans engage in sports consumption (Madrigal, 2003). Therefore, this study examines how the use of RUs influences fans’ evaluations of game consumption depending on the level of team identification.

Research has suggested that the use of robots enhances the objectivity of judgments because their decisions are based on predefined formulas (Clerwall, 2014). Thus: H1: RUs will lead to greater credibility of calls than HUs.

The major disadvantage of using robots is a decrease in emotionality because robots operate and make judgments based on preexisting rules. Therefore: H2: HUs will lead to greater game enjoyment than RUs.

People make decisions using two different systems: cognition/affect. Decisions driven by cognition are more systematic and based on rules than those driven by emotion, which are effortless and spontaneous (Shiv & Fedorikhin, 1999). A key characteristic that determines whether fans use either cognition or affect when they make decisions is their level of team identification (Jang et al., 2014). Because highly identified fans are more emotionally attached to their favorite teams, their decisions are more heavily driven by emotion than cognition. Hence: H3/H4: For highly (less) identified fans, Hus (RUs) will lead to more positive viewing satisfaction and future intention than RUs (Hus).

Sports leagues often use VAR in the later part of the game because it delays the game. Thus: RQ: How would the effects of RUs on fans’ evaluations of the game be different depending on whether the RU was used at the early or later part of the game?

A 2 (RU vs. HU) × 2 (highly vs. less identified fans) × 2 (early vs. later part of the game) between-subjects design will be used (n = 400). We are currently working on the data collection and will finish the data analysis by November. First, participants will be randomly assigned to either the RU or HU condition. In the RU condition, participants will read a news article about RUs and be informed that the current umpire for the game is a robot. In the second stage, participants will be informed that the clip they will watch is either recorded at the first or ninth inning. All aspects of the videos will be identical except the type of umpire. Finally, participants will complete a questionnaire. We will use ANOVA to test the main and the interaction effects as well as a simple effect test to examine the group difference.

The results of our study would provide the first empirical evidence regarding how fans would react differently depending on whether the umpire is human or robot. More theoretical and practical implications about robot umpires will be discussed at the conference.
The Effects of Verbal and Nonverbal Communication of Golf instructors on Customers’ Emotional Responses: From a Gender Perspective

Seungree Choi, Sungkyunkwan University
Jisun Park, Sungkyunkwan University
Heeryeong You, Sungkyunkwan University
Tahee Kim (Advisor), Sungkyunkwan University
Wonseok (Eric) Jang (Advisor), Sungkyunkwan University
Kyungro Chang (Advisor), Sungkyunkwan University

Communication - Other (Sport Clubs) virtual asynchronous
Poster Abstract 2020-015 Session: Poster Session III

Communication with customers in the sports service delivery process has great effects on customers' responses. Research has found that a sport service provider’s communication style plays a key role in determining customers’ responses. Although several studies have examined the effectiveness of service providers’ communication on customers’ responses, a lack of scholarly interest has been made to understand how gender difference between sport instructors and customers determines the effects of different communication style on customers’ responses. To fill the empirical gap, this study examines the different role of golf instructors’ verbal (central route and peripheral route) and nonverbal (kinesics, proxemics, and physical appearance) communication style on customers’ emotional responses by considering the combination of gender (identical gender vs. opposite gender) between instructors and customers.

A total of 215 golfers who are currently taking golf lesson in South Korea has completed the questionnaire. Among participants, 139 golfers are taking lesson from golf instructor who has the identical gender (Identical Genders Group: IGG) whereas 75 golfers are taking lesson from golfer instructor who has opposite gender (Opposite Gender Group: OGG). The results indicated that the effects of verbal (central route and peripheral route) and nonverbal (kinesics, proxemics, and physical appearance) communications on customers’ positive emotion were stronger for OGG than IGG. Meanwhile, the effects of verbal and nonverbal communications on negative emotion were stronger for IGG than OGG. Second, the central ($\beta = .401, t=5.078, p<.001$) and peripheral ($\beta = .454, t=5.742, p<.001$) route of verbal communication had positive impacts on customers’ positive emotion and central route ($\beta = -.314, t=-2.420, p<.05$) of verbal communication had a negative impact on their negative emotions in the IGG. In the OGG, the central ($\beta = .517, t=6.129, p<.001$) and peripheral ($\beta = .411, t=4.872, p<.001$) route of verbal communication had positive impacts on positive emotion and central route ($\beta =-.594, t=-4.156, p<.001$) of verbal communication had a negative impact on negative emotions. Finally, the results further indicated that all factors of nonverbal communication (kinesics: $\beta = .260, t=3.331, p<.001$, proxemics: $\beta = .248, t=3.021, p<.01$, physical appearance: $\beta = .386, t=4.459, p<.001$) had positive effects on customers’ positive emotion in the IGG. However, proxemics of nonverbal communication did not influence customers’ emotions in the OGG.

Our finding provides effective guidelines to golfer instructors’ in terms of how to create positive relationship with their customers using different styles of communication by considering the combination of gender between instructors and customers.
The Rise of Robot Journalism: Can Robot Reporters Replace Human Reporters in Sports?

Wonseok (Eric) Jang, Sungkyunkwan University
Dae Hee Kwak, University of Michigan
Erik Bucy, Texas Tech University

Communication - Media (Other)  

20-minute oral presentation (including questions)

Abstract 2020-016  

The popularity of robot journalism has been rise in media practice. For example, Associated Press has begun to create sports news through the use of computational algorithms and artificial intelligence. In the journalism literature, evidence has suggested that the use of robot reporters (RR) enhances the credibility of the news stories because robots are free from human bias (Wölker & Powell, 2018). Thus, readers evaluate the news articles more favorably when the story is written by (RR) than human reporters (HR; Carlson, 2015). However, in the context of sports, we posit that the RR may not be the best option to write news stories. In sports news, emotion plays a key role in persuading sports consumers to positively evaluate the story (Chang, 2019). In this regard, RR can heavily neglect the emotional aspect of sports which play a major role in sports. Thus, we propose the following hypothesis:

H1: Sports fans would evaluate the news story more credible when RR writes the sports news compared to HR

H2: Sports fans would experience greater degrees of (a) emotional involvement, (b) reading satisfaction, and (c) future intention to subscribe the news channel when HR writes the sports news compared to RR

In general, two different structures have been used to create news stories. In particular, analytic format focuses on rule and fact and is often driven by data, whereas narrative format is based on storytelling and transportation (Escalas, 2007). Thus, we propose that the effects of robot versus human reporters would be further determined based on the format of sports news.

H3: For analytic framed news, sport fans would evaluate the news story (a) more credible and experience greater (b) reading satisfaction, and (c) future intention to subscribe the news channel when RR writes the story compared to HR

H4: For narrative framed news, sport fans would evaluate the news story (a) more credible and experience greater (b) reading satisfaction, and (c) future intention to subscribe the news channel when HR writes the story compared to RR

This study uses a 2 (Type of Reporter: HR vs. RR) × 2 (Format Type: Analytic vs. Narrative format) × 3 (Sports Type: Baseball vs. Football vs. Basketball sports news) between- and within-subjects design (n = 200). Three different types of sports news will be used as a within-subjects variable to increase the generalizability of the finding.

We are currently working on the data collection by recruiting participants from national research company (https://www.simpleopinions.com/), and will finish the data collection and analysis by November. In the experiment, participants will be first randomly assigned to either HR or RR condition. Second, participants will read three different sports news that are either framed as analytic or narrative format. After reading each news, participants will complete the questionnaire.

The results of our study would provide the first empirical evidence regarding how sport fans evaluate the news stories differently depending on the type of authorship (RR vs. HR). Theoretical and practical implications for robot journalism in sports will be discussed at the presentation.
The Role of Fan Identification in User's Attentional Patterns on Sport Team Facebook Pages: An Eye-Tracking Approach

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Communication - Social Media (Professional Sport) virtual asynchronous Poster
Abstract 2020-017 Session: Poster Session III

Despite the popularity of sport team Facebook among sport fans, surprisingly previous research has never examined how and when sport fans pay attention to visual marketing stimuli and what determines their attentional patterns on sport team Facebook pages. For sport teams, understanding consumers’ viewing behaviors is essential in designing and organizing their visual information to maximize the value of their Facebook. The lack of research on patterns of viewing behaviors on Facebook creates a conceptual void in the marketing and communication literature, therefore a further examination of Facebook on various media is needed to help render sport teams’ visual marketing efforts more effectively. Accordingly, the purpose of this study is four-fold: 1) to identify and analyze patterns of visual attention of individuals on a sport team Facebook page; 2) to examine if their visual attention has the different pattern across different media platforms; 3) to identify the determinants of users’ attentional patterns on sport team Facebook pages; and 4) to examine the role of fan identification in attentional patterns on sport team Facebook pages.

For the purpose of this study, 90 participants were recruited by using online public advertisements. Each participant was randomly assigned to one of three experimental conditions (computer, smart phone, and tablet condition). After completing the short survey, participants were asked to review 12 sport team Facebook pages on each device condition for less than 10 minutes. During this process, an eye tracker collected eye position and movement data (corneal and pupil reflection). After the experiment, there was Post-Experience Eye-Tracker Protocol to collect retrospective protocols (Ball, Eger, Stevens, & Dodd, 2006). An eye tracker software (imotion) was used to create the visual attention level with the amount of concentrated time one can spend on an object; and create the fixation map of eye movement on each media platform by quantifying eye-movement traces. All participants were given $10 in cash as a token of appreciation.

The study results show that users’ information scanning pattern on the sport team Facebook pages is different from any web interface and varies across presentation modes. The results from the saccades show a counterclockwise spiral pattern. Regarding Facebook users’ information consumption behavior, they quickly scanned all contents on the pages by using a top-down approach to scanning, and then they scrolled up and viewed what they are interested in. The heat map and scan path demonstrated a way how the users optimized their scanning procedure to see details on the pages. Their viewing pattern looks like the U-shape on all presentation modes. Furthermore, participants show the different pattern of sport team Facebook use across the level of identification. The research findings provide empirical evidence that the patterns of information acquisition behaviors vary across different media platforms. This study also provides sport marketers with clear ideas on how to design and organize the visual information on their Facebook. This work was supported by funds received from the Janet B. Parks NASSM Research Grant Program.
Iceland—a small island-nation of approximately 330,000 people—competed in the Union of European Football Associations (UEFA) Football Championships (the 'Euro') in 2016. This was Iceland’s first time qualifying for an international football competition. Despite being considered ‘underdogs’, the team was at the center of several memorable moments during the tournament which included the post-game ‘thunderclap’ with Icelandic fans, a draw with Portugal, and an unexpected appearance in the quarterfinals. Iceland’s participation in the tournament became a major story in mainstream news and sport media. Stepchenkova and Morrison (2008) and Tasci and Gartner (2007) suggest that due to the intangibility of tourism products, and in the absence of actual visitation, tourists depend on information content and visuals to bring a destination to life. The media is therefore a critical information source for prospective tourists. While studies examining sport events and destination image (e.g. Grix, 2012; Kim, Kang, & Kim, 2014), have focused on host cities (or nations), few studies have examined non-host regions. This paper explores how non-host destinations can capitalize on event media to build destination image through participation in international sport events. The image of a destination influences tourists’ choice processes, evaluations of that destination, and future intentions. On the other hand, the media is important as it influences public opinion and perceptions. Thus, the way in which the media frames a destination plays an important role in the meaning-making process for audiences and can therefore influence destination choice (Gabbioneta & De Carlo, 2019; Hall, 2002).

Following the work of Ulvnes and Solberg (2016), sport event media information is viewed as a two-dimensional concept, reflecting two main categories: i) sport, where the focus is on athletic performance and ii) other issues such as culture, tourism, and food. An exploratory case study approach (Yin, 2014) will be employed with the main data source being articles from the highest circulating print and online news publications in the United States (e.g. the New York Times), as well as sport-specific media such as Sports Illustrated (si.com) and ESPN (espn.com). Semi-structured interviews will be conducted with key personnel from Iceland’s Destination Marketing Organization- Visit Iceland. Document analysis will also be used to examine Visit Iceland’s reports, strategy documents, promotional materials, and website/s. Data will be analyzed using qualitative content analysis, whereby initial coding begins with a theoretical framework and/or relevant research findings, followed by the researcher allowing for themes to emerge from the data (Braun & Clarke, 2006). As this study is in progress, findings cannot be presented at this time. However, this paper is expected to contribute to the literature on the role of the media in the construction of destination image. In particular, it will shed light on how countries participating in international sport events can leverage event media to enhance destination image and awareness through compelling stories about the team, its players, local culture, and heritage. While most destinations pursue event hosting for the economic and tourism benefits, this study highlights how destination image can be enhanced through event participation.
Understanding Social Media Platform Usage Behaviour: The Case of Balancing Functional Alternatives

Heather Kennedy, Temple University
Daniel Funk (Advisor), Temple University

Communication - Social Media (Professional Sport) virtual asynchronous
10-minute lightning talk (including questions) Session: Technology I
Abstract 2020-019

Advancements in technology have fundamentally altered the sport media landscape, resulting in a plethora of mediums sport organizations can use to interact with existing and attract new consumers. Social media (SM), the collection of internet-based applications built and drawing upon Web 2.0 technologies to facilitate the creation and exchange of user generated content, is an example of new technologies shifting the sport communication paradigm (Hambrick et al., 2010). The rapid creation and acceptance of SM platforms for media consumption results in an increased need to comprehend how these mediums are being used and balanced by sport consumers.

Existing sport management scholarship has begun to identify various reasons sport consumers embrace SM. Research has focused on why fans use social media broadly (e.g., Clavio & Frederick, 2014), and by platforms such as Facebook (e.g., Sanderson, 2013) and Twitter (e.g., Gibbs et al., 2014). The large degree of overlap in motives across these studies, such as interactivity and information gathering, suggests SM platforms are functional alternatives, specifically they serve the same needs equally (Katz et al., 1973). This raises the question of why and under what conditions a consumer would select one platform over another if they are largely satisfying similar needs. Therefore, the purpose of this research is to understand how consumers are balancing and integrating the various sport SM available. Thereby, this research will provide important insights to the sport industry that can be leveraged to optimize SM strategies (e.g., when, what, and where to distribute content).

Uses and Gratifications (U&G) Theory (Katz, 1959; Katz et al., 1973) offers an appropriate theoretical lens to investigate how consumers are selecting, using, and balancing the various sport SM available to them since it is based on the notion that consumers are active in their media selection. Existing research has identified a range of motives of SM use, summarized as interactivity, information gathering, entertainment, fandom, and camaraderie (Filo et al., 2015), based on the account and platform. The current study seeks to further this line of scholarship by considering SM platforms and accounts collectively as functional alternatives, rather than in isolation as most existing literature has done. It will do so by investigating the impact of accounts and platforms on the media selection process that influences simultaneous consumption of multiple media and satisfaction. Moreover, it will focus on integrating the media selection process across SM accounts, platforms, and contexts, unifying existing conflicting and inconsistent literature.

To investigate the use of SM, a qualitative methodology will be employed. SM users engaging in trending sport conversations will be recruited to participate in semi-structured interviews. Snowball sampling will be used to reach a variety of activity levels on SM (e.g., passive and active users) until theoretical saturation has been obtained. These interviews will focus on expanding existing work through the lens of U&G Theory by ascertaining how sport fans integrate and balance functionally alternative SM platforms; thereby, providing the sport industry with insights necessary to optimize their SM strategies.
Women’s Ice Hockey Unites the Two Koreas at the 2018 Winter Olympics Games: A Comparative Framing Analysis

Sehwan Kim, University of Georgia
Jepkorir Rose Chepyator Thomson (Advisor), University of Georgia
Kyu Ha Choi, University of Georgia
Panpan Jiang, University of Georgia

Communication - Media (Olympic Sport)
20-minute oral presentation (including questions)
Abstract 2020-020

Less than a month away from the opening ceremony of the 2018 Winter Olympics, the International Olympic Committee announced a unified women’s ice hockey team between North and South Korea despite escalated political and military tensions on the Korean peninsula (Carlin & Wit, 2018). Media scholars suggest that how an issue is framed can have an impact on an individual’s understanding, perception, and interpretation of that issue (Druckman, 2001; Entman, 1991). Previous studies have explained that geopolitical contexts can shape the process through which the creation or modification of frames can be applied by journalists (Dai & Hyun, 2010; Liu, Chen, & Newman, 2019). Therefore, the aim of this study was to examine media coverage of the women’s ice hockey team at the 2018 Winter Olympics using media outlets from South Korea, the United States, and China. Guiding research questions were 1) What popular frames did the three countries use to report the unified team? 2) How did these frames vary across the countries? 3) To what extent were geopolitical contexts reflected in the construction of media frames used to describe the unified team?

Drawing upon framing theory, a qualitative content analysis was employed to investigate the unified team at the 2018 Winter Olympics using online news coverage by three countries. News articles (116, 45, and 27) were collected from mainstream media outlets across three countries were selected based on their wide circulation and influence using specific timeline (ca. December 9, 2017, to May 28, 2018). An inductive approach was adopted for data analyses, meaning that each data set was read and analyzed separately by four independent coders who were fluent in Korean, English, and Chinese to ensure intercoder reliability, avoid cross-contamination, and assist in the discussion of the findings (Santos et al., 2013).

The findings of the study identified four major media frames in reporting the unified team across three countries by comparing the coverage: two Koreas in one team, political charade, and the contradiction between North Korea and the U.S., and a milestone for the Koreas. While mainstream media outlets across three countries greatly domesticated the coverage of the unified according to different geopolitical stances in terms of the unified team and the Korean peninsula, they shared a milestone for the Koreas’ frame that represented a mutual understanding of the power of sports that could promote a peace-building relationship among different countries.

Further, the findings of the study revealed how the unified team was of great geopolitical importance in relation to the Korean peninsula, and North Korea in international relations, which was reflected in the media frames. This study sheds light on global media practices in sport communication and provides ways to understand geopolitics in the context of sport. It can be concluded that media frames cut across countries to influence people’s understanding, interpretation, and perception of sport participation.
Facilities/Events
A Mechanism for Assessing Spectators’ Carbon Footprint in Collegiate Football Events

Stavros Triantafyllidis, The Citadel
Ross Caterino, The Citadel
Bradley Frasier, The Citadel
Alexander Northrup, The Citadel

Facilities/Events - Sustainability (College Sport) virtual asynchronous
Poster
Abstract 2020-021 Session: Poster Session I

Background
The need for measuring the ecological impacts of collegiate football events has become recognized by several studies (e.g., Bunds et al., 2019; Trail & McCullough, 2019; Triantafyllidis et al., 2018). In the United States, at the collegiate level, the athletic departments have started being involved in sustainability efforts (Casper et al., 2015). The involvement of the athletic departments with sustainability include governmental structures and policy development towards environmental sustainability practices on their operations, such as the collegiate sport events (Barret et al., 2019). However, those environmentally sustainable initiatives have many limitations as strategic planning is still unclear, and there is limited information on how the athletic departments can reduce their adverse effects on the natural environment. Evidence has shown that the reduction of carbon dioxide (CO2) emissions from operations of sport events that met increased popularity (i.e., collegiate football) and attracted a large number of participants can be significantly crucial (e.g., 80,000 spectators) (Triantafyllidis, 2018). Specifically, the most significant amount of CO2 comes from spectators’ transportation (i.e., 8 tons of CO2 emissions per person) (Triantafyllidis et al., 2018). Therefore, the development of a mechanism that could control and reduce the generation of CO2 can be a crucial tool for reducing CO2 in collegiate football events (Triantafyllidis et al., 2018).

Purpose of the Study
It aims to design an application that could assess the CO2 generated by spectators’ transportation to collegiate football events. This application would provide crucial evidence to the collegiate athletic departments to measure the exact number of CO2 emissions generated by spectators’ transport and assist them with the overall impact of collegiate events on the environment.

Method/Discussion
The application will focus on spectators of collegiate football events. In collaboration with the athletic department of a university in the southeastern United States, prospected spectators of a football game will have to report the transportation mode, the mileage that they will drive on the game day and the number of people (if any) that will be passengers on their vehicles, while they purchase their tickets online. Capturing this information for collegiate football event attendees, it constitutes the first method of gathering data in real-time and assessing the CO2 emissions. The estimation of the total quantity of CO2 emissions by the spectators of collegiate football events will be conducted through software that quantifies the travel distance, accounts for the mode of transportation, and estimates the CO2 emissions per mile that this mode of transport generates. Accordingly, the software will calculate the CO2 emissions caused by each individual by multiplying the mileage driven with the CO2 emission per mile. Finally, by computing all attendee’s CO2 emissions, there will be accurate evidence for spectators’ carbon footprint regarding their traveling behavior to the collegiate football event. By assessing the overall carbon footprint of collegiate football games could assist athletic departments in reducing the generation of CO2 emissions and in contributing effectively to environmental sustainability efforts.
A Mixed Method Approach to Understanding the Progressive Constraints of the Social Worlds within Indoor Climbing Gyms

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Richard Buning, University of Queensland

Facilities/Events - Other (Amateur Sport)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Abstract 2020-022  
Session: Facilities/Events

Traditionally an outdoor sport, rock climbing has increasingly moved indoors through the construction of modern climbing gyms with 2018 marking record industry growth (Climbing Business Journal, 2018). Various programs, events, and the climbers themselves have been found to create robust social networks within the gyms (Kulczycki, 2014). Still, much is unknown about how individuals manage constraints progressively from sport initiation to maturity via indoor climbing gyms and within sport generally. The notion that actors, organizations, events, and practices create domains of interest and involvement for a participant around an activity is conceptualized as social worlds (Unruh, 1980; Strauss, 1978). Progression in social worlds is depicted as four concentric circles where participants progress from a naïve outsider to a dedicated and committed insider (Shipway, Holloway, & Jones, 2012). Thus, the purpose of this project was to explore the process of how individuals become progressively immersed into the social worlds of indoor climbing gyms and negotiated constraints along their participation trajectory.

A mixed-method sequential explanatory design was used to gain broad insight and rich depth of understanding (Ivankova, Creswell, & Stick, 2006). First, quantitative data was collected through an online survey and then analysed. Second, follow-up qualitative data was collected through individual in-depth interviews. Questionnaire items measured leisure constraints (Alexandris & Carroll, 1997, Gilbert & Hudson, 2000), climbing behaviour (e.g., skill level, climbing types), and social worlds progression (Gawiler & Havitz, 1998). The survey was distributed electronically through indoor rock climbing gyms in Australia and Canada (N = 1,604). Interviews were completed with a purposefully selected sample of survey respondents ensuring a range of social world types and climbing backgrounds (N = 26).

The sample was comprised of outsiders (13.4%), occasionals (44.6%), regulars (25.4%), and insiders (16.6%). Quantitative results revealed a differential pattern of constraints based on social world immersion via MANOVA (Pillai’s Trace = .282, F (24, 3957) = 17.13, p < .001). All nine constraint factors were revealed to differ based on social world type (p < .001), including individual/psychological, lack of knowledge, lack of interest, lack of partners, norms, facilities/services, accessibility/financial, and time. Post hoc testing further revealed that reported constraints progressively declined as immersion in social worlds increased.

Qualitative data analysis enhanced understanding of the quantitative data (Creswell & Clark, 2018) through analysis consistent with previous rock climbing research which applied an interpretive methodology (e.g., Kulczycki & Hinch, 2015). Three categories of constraints were highlighted within the qualitative data: facility focused (e.g., expensive, routes, crowding), personal (e.g., disinterest, time), and social groups. The gym was attractive due to accessibility, route variety, social community, and training areas. Further, the gym assisted participants in negotiating constraints through membership benefits, changing climbing space and times, social bonding groups (e.g., social media), and managing priorities.

The combined results clearly explain that constraints are indeed progressive based on immersion in the social worlds, providing implications for both theory and practice. As individuals develop in the activity and grow their social networks, they develop the adequate resources to better manage and overcome the related constraints.
Advergames: Gamification as a Tool to Improve Event-Sponsor Advertising

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Yiran Su, University of Georgia
Thilo Kunkel (Advisor), Temple University
Daniel Funk (Advisor), Temple University

Facilities/Events - Sponsorship (Online Community) virtual asynchronous
10-minute lightning talk (including questions) Session: Sponsorship/Philanthropy

Abstract 2020-023

Sponsor-event incongruity restricts the ability of brands to navigate a cluttered sponsorship environment. Existing research in sponsorship predominately focuses on associative-learning-based techniques, such as articulation to improve sponsorship-event congruence and attain positive attitudes toward sponsors (Cornwell et al., 2006). However, sponsors are increasingly utilizing “advergames”, or gamified advertisements, to develop lasting impressions on consumers by making unappealing offers engaging (Medium, 2015). The current research proposes three hypotheses to investigate the effect of gamified and non-gamified articulated advertisement on consumer’s attitudes toward sponsors and explores the potential mediating role of enjoyment and annoyance.

Information-processing theory proposes the level of processing of advertisements influences consumers’ attitudes toward the product (Bettman, 1979). Brand information processing is the extent to which a consumer allocates cognitive resources to comprehend the brand’s information in the advertisement (Curry & Moutinho, 1993). The more effort a consumer allocates to the advertisement, the stronger the associations formed in memory connected to the sponsored product (Fazio, 1986). As gamification provides consumers novel, complex, and figural tasks to process brand information, elevated consumer engagement with the sponsor can emerge (Dehghani et al., 2016; Lounis et al., 2014). Findings from gamification research show that playing a game increases favorable association, loyalty (Freudmann & Bakamitsos, 2014), as well as remembering and learning (Kampker et al., 2014). As a result, we hypothesize that gamified articulated advertisement (advergame) of an incongruent sponsor will elicit more positive attitude toward the sponsor than non-gamified articulation advertisement.

Previous research has also demonstrated the positive effect of enjoyment on attitude toward learning (DiEnno & Hilton, 2005). Consumers will yield more enjoyment from gamified elements in the articulated advertisement than from the non-gamified articulated advertisement (Yang et al., 2017), leading to an increased brand attitude induced by an enjoyable information processing experience (Dismore & Bailey, 2011). As a result, we hypothesize that the effect of advergame on consumers attitude toward the incongruent sponsor is mediated by the level of perceived enjoyment while engaging in the advergame.

In contrast to enjoyment, annoying advertisements can negatively influence consumer attitude toward the sponsor (James, 2011). However, by increasing cognitive activity, an individual can underestimate the duration of the time (Thomas & Weaver, 1975) and thus may experience reduced annoyance levels. Gamification can lead to cognitive processing by increasing attention (Boot et al., 2008) and therefore, can help reduce the effect of annoying advertisement. As a result, we hypothesize that the effect of advergame on consumers attitude toward the incongruent sponsor is mediated by the level of annoyance while engaging in the advergame.

To test the three hypotheses, data will be collected using a between subject laboratory experiment after Institutional Review Board approval. This research will contribute to the sport management literature by investigating how gamified elements can produce favorable attitudes toward a sponsor in an incongruent brand-event image situation. Findings of this research will encourage sponsors to employ gamified techniques in their advertisements to gain more favorable attitudes toward their brand by giving their customers a more enjoyable and less irritating advertising experience.
Bundling Urban Amenities and Building Strategic Capacity: The Case of the Columbus Arena District

Taryn Barry, University of Alberta
Daniel Mason (Advisor), University of Alberta

Facilities/Events - Other (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Facilities/Events
Abstract 2020-024

Cities are made up of different facilities, services, and conveniences – commonly referred to as amenities – which provide living conditions for urban inhabitants (Ullman, 1954). Clark (2015) argued that amenities benefit firms and citizens by improving the local environment and establishing local distinctiveness. He contended that amenity theory explains why human capital clusters in particular areas by arguing that talented individuals and firms are attracted to the amenities a region provides. In turn, Clark (2015) showed how amenities affect population growth and urban innovation and described two distinct types: constructed and natural. Constructed amenities include libraries, museums, opera houses, juice bars or even bicycle events, while natural physical amenities might be climate, humidity, water access, temperature and overall natural attractiveness.

One prominent approach to building amenities in US cities involves sports franchises, where cities strategically incorporate arenas into larger urban development projects. Rosentraub (2009) found that some cities have been more successful than others in developing arena-anchored projects. The Columbus Arena District and Nationwide Arena – home of the Columbus Blue Jackets of the National Hockey League – is one notable example. The current study employs a case study approach (Yin, 2003) to explore how the Columbus Arena District is viewed as an amenity by prominent local stakeholders. To do so, thirteen in-person semi-structured interviews were undertaken with facility managers, city officials, urban planners, journalists and sports leaders. The data collected were analyzed by incorporating both deductive and inductive approaches to coding (Mayring, 2000; Denis et al. 2001), with deductive categories developed based on Clark’s (2015) amenity theory.

This study is ongoing; however, preliminary results from this study suggest two major findings. First, interviewees place more value on the bundling of natural and constructed amenities of Columbus, rather than placing value on the individual components of the Arena District, such as the arena or team. Second, respondents consistently articulated a process whereby a public-private alliance identifies ongoing opportunities to pursue different kinds of amenities, described as “The Columbus Way” (Rivkin, 2015). We feel that these findings have important practical and theoretical implications. Civic leaders should focus more on how discrete amenities like sports facilities are integrated into broader development projects in order to assess their worthiness and possible investment. From an amenity theory perspective, this underscores that it will be the combinations of amenities (both natural and constructed), and how they are bundled together, that will give the greatest possible value to cities. In addition, it appears that some cities have developed a greater capacity to leverage amenities and pursue new ones as part of an overall civic strategy; this means that other cities that lack this capacity may not realize the same kinds of benefits even though they employ strategies using the same kinds of constructed amenities (like sports arenas).
Community-Driven Development, Collective Action, and The Olympic Management Structure: The Case of the 2018 Pyeongchang Winter Olympic Games

NaRi Shin, Texas Tech University
Doojae Park, University of Illinois at Urbana-Champaign

The purpose of this study was to investigate the experiences of an Olympic host community’s local residents, focusing on their collective actions toward the process of Olympic-related community development. Beard and Dasgupta (2006) argued that there has been a shift in community development projects initiated by international agencies that favors local over central planning. This shift is in response to inadequacies of top-down approaches that have dominated international development. However, community development projects driven by sport mega-events such as the Olympic Games still represent top-down management and centralized control (Gautheir, 2017). Nevertheless, very few studies have examined the management practices and structure of sport mega-events at the community level, particularly the role of community power and community-driven planning and development.

Understanding the management at the community level is important because it provides an opportunity to explore the counter narratives of residents, which has not received enough academic attention (Cunningham, 2014).

Our study is guided by the three key concepts of community-driven development (Dasgupta & Beard, 2007): (a) collective action, (b) decentralization, and (c) democratization. We investigated the role of residents’ collective actions and the level of decentralization and democratization of the Olympic management structure using the case of Daegwallyeong-myeon, host community of the 2018 PyeongChang Winter Olympics.

This study has three research questions: (a) Why and how did residents organize collective actions for the Olympic-driven community development?; (b) What are residents’ perceptions on the level of decentralization and democratization of the Olympic management practices at the community level?; and (c) What are the implications for community-driven development strategies in the context of sport mega-events? Critical ethnography was utilized to understand the narratives and experiences of the residents (Madison, 2012). Two fieldworks were conducted to collect diversified data. Thirty-three observations and 24 in-depth interviews were conducted, and 52 archival and media data were collected. All data were collected in Korean, and important data were translated to English by the first author who is fluent in both. Data were analyzed through low-level and high-level coding, a priori coding, and selective coding (Carspecken, 1999; Corbin & Strauss, 2008).

Findings identified Daegwallyeong-myeon’s residents organized collective actions to initiate community-driven development for the successful preparation of the Olympic Games. They participated in the actions based on their felt needs for the community and individual interest, and endeavored to practice a collective self-help rather than to follow what was suggested by the Organizing Committee and the International Olympic Committee. However, residents perceived that the Olympic management practices were very centralized and less democratized. The initiative for the development of the host community was solely in the purview of the Organizing Committee and the International Olympic Committee, similar to what was highlighted by Bouquet et al. (2016) as the ‘headquarters know the best syndrome.’ We argue based on these findings that the Olympic management structure needs to be decentralized and democratized in a direction that favors the interests and needs of host communities. Theoretical and practical implications will be suggested, followed by directions for future research.
Defining the Community-Driven Approach to Sport Venue and Event Security

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Dale Sheptak, Baldwin Wallace University
Justin Kurland, University of Southern Mississippi
Derya Tekin, Istanbul Medeniyet University

Facilities/Events - Other (Other)
20-minute oral presentation (including questions)  
Abstract 2020-026

Venue security is a key planning component of sporting event management, often relying on approaches informed by principles of risk management. The focus of sport safety and security on limiting liability and property-related risk tends to be reactive in nature. Research detailing sport security suggests that the current approach can repress spectators’ and citizens’ civil liberties (Boykoff & Fussey, 2014) encourage heavy handed police tactics (Hogget & Stott, 2010), and in turn, can act as a catalyst for strengthening the police state approach to safety and security (Toohey & Taylor, 2012) thus undermining the fan experience and sense of communitas and liminality (Chalip, 2006) that sporting events are meant to generate. This study reviews the current paradigm of venue risk/security management in the sport industry and suggests a new community-centered approach informed by theories of environmental criminology.

The property-centered approach to sport security is concerned with prioritizing risks to the property associated with the sporting event, and the potential injury to patrons causing reputational harm and fiscal liability. Risk management and the theory of negligence, rather than patron experience, are the current foundation for event security. In contrast, the community-driven approach grounded in environmental criminological approaches seeks to preserve enjoyment and dignity for both fans attending the game and the surrounding community, while simultaneously maximizing safety and security.

The routine activity approach (Cohen & Felson, 1979) identifies what conditions are necessary for a crime to occur; a crime occurs during the course of normal activities when a “likely offender” (a young fan) without an “intimate handler” (capable of exerting leverage on the likely offender) encounters a “suitable target” (opposing fan) in the absence of a “capable guardian” (a police officer who is able to protect the target) or “place manager” (e.g., a parking lot attendant) (Madensen & Eck, 2011). Crime pattern theory adds further describes how these conditions emerge in time and space. Sport stadiums are considered crime generators (Kurland, Johnson, Tilley, 2014). Brantingham and Brantingham (1995) define crime generators as places, such as a sport venue, where large numbers of people gather, generating opportunities for motivated offenders to commit illicit activities. Research on the criminogenic impact of soccer matches has consistently uncovered differences in the spatial (and temporal) distribution of various types of crime and disorder events around stadia (Kurland, Tilley, & Johnson, 2010; Breetzke & Cohn, 2013). The rational choice perspective (Cornish & Clarke, 1986) argues that offenders perform actions that are not only purposive and intelligible, but rational by weighing the means and ends available to them and making decisions best suited to their motives and goals. Situational crime prevention seeks to implement opportunity-reducing measures directed at specific crime types by manipulating the immediate environment so as to make crime more difficult, risky, and less rewarding (Clarke, 1997).

These perspectives set the framework for integrating stakeholder input with environmental criminological theory that informs the community-centered security approach, leading to a better balance of sport safety and security interventions with preservation of the positive spectator experience.
Examining Knowledge Transfer of Event Legacies and Leveraging Strategies: The Cases of Vancouver 2010 Olympics and Toronto 2015 Parapan Games

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Landy Lu, Western University  
Laura Misener (Advisor), Western University

Facilities/Events - Sustainability (Olympic Sport)  
virtual asynchronous  
Poster  
Abstract 2020-027  
Session: Poster Session II

Prior sport management scholars have examined knowledge transfer in a variety of settings, such as ambush marketing and mega sport events (Ellis, Parent, & Seguin, 2016; Parent, Kristiansen, & Houlihan, 2017). Although the importance of knowledge transfer has been acknowledged in previous Olympic Games’ contracts, scholarly understanding of how to enable and improve knowledge transfer within the context of event legacy and/or leveraging is lacking. To address this gap, the objective of this study is to examine the knowledge transfer of event legacy and leveraging strategies through the cases of the Vancouver 2010 Olympics and the Toronto 2015 Parapan Am Games. This study is built on Nonaka’s (1991) theory of organizational learning to explore how the Vancouver 2010 Olympics and Toronto 2015 Parapan Games Organizing Committees (OCs) learned and transferred knowledge of event leveraging and governance, through processes of socialization, internalization, externalization, and combination.

This study builds on prior knowledge transfer theories to present a model for sustainable organizational forms. Knowledge can be classified as explicit or tacit. Explicit knowledge, referred to as the know what, is transferable through formal, systematic language into documentation, while tacit knowledge, or the know-how, is “highly personal and hard to formalize” (Nonaka, Toyama, & Konno, 2000, p.7), and can sometimes only be learned through practice. Nonaka (1991) offers four distinct types of learning that coincide with tacit and explicit knowledge: 1) socialization, where tacit knowledge is converted to new tacit knowledge; 2) combination, where explicit knowledge is acquired to form new explicit knowledge; 3) externalization, referring to the process of articulating tacit into explicit knowledge; and 4) internalization, where individuals internalize explicit knowledge into their own experience. As both organizations from Vancouver and Toronto have been cited by organizers as the model for event legacies, organizational learning allows for an understanding of knowledge transfer within their respective processes.

Primary data source of this study included archival documents and interviews. Key documents utilized for the cases included media articles, IOC documents and reports, and website information. Thirty-one semi-structured interviews were also conducted with key members of legacy organizations and relevant stakeholders. We used Creswell and Poth’s (2018) data analysis spiral to assist the coding process.

Within this research, knowledge was transferred within previous events, OCs, the IOC and individuals. While external leveraging organizations acquired and conferred information throughout the event process, it was truly the individuals within these organizations that transferred and managed knowledge. Our findings show that socialization was the most prevalent form of learning observed throughout Vancouver and Toronto. The frequent interaction between past and current Games host cities was noted as one of the most valuable forms of knowledge transfer. The opportunity to interact with individuals with similar experiences led to valuable creation of tacit knowledge regarding the challenges and opportunities afforded by hosting an event. The process of internalization was also frequently cited by legacy and leveraging organizers of Vancouver and Toronto Games as a crucial mechanism. Specifically, legacy organizers took explicit knowledge from previous cases and created new tacit knowledge through their experiences.
Examining the Value Transfer Effect of Olympic Sponsorship: The Case of the 2018 Pyeongchang Winter Olympic Games

Inae Oh, Seoul National University
Jisuk Chang, Seoul National University
Dongchun Won, Seoul National University
Choong Hoon Lim (Advisor), Seoul National University

Facilities/Events - Sponsorship (Olympic Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Olympics
Abstract 2020-028

It is widely known that sponsorship plays an important role in sporting events, as brand marketing personnel spent $61 billion worldwide in 2016, up 4.6 percent from 2015 (IEG, 2017). However, research regarding the beneficial outcomes of sponsorship activities consist mainly of brand awareness (Levin, Joiner & Camera, 2001), brand image (Gwinner & Eaton, 1999), brand loyalty (Levin, Beasley & Gamble, 2004), and financial performance (Mazier & Reza, 2013). Among these outcomes, brand image has been identified as an important outcome that plays a role in influencing consumer behavior. Meanwhile, sports events have values sought by the event itself beyond profit-seeking to more fundamental values such as peace, respect, excellence, friendship and courage (Chatziefstathiou, 2012). While brand image is the sum total of beliefs, ideas, and impressions about a brand (Kotler, 1988), values are more specific and represent both the individual needs and desires, as well as the perceived societal demands towards the entity (Grube, Mayton, Bail-Rokeach, 1994). Thus, it is essential that studies investigating how the values sought by sports events are transferred are conducted in order to better develop and promote sports events. Therefore, the purpose of the study was to analyze the perceived values of the Olympics and to investigate the transfer of these Olympic values to the sponsoring companies, by utilizing Gwinner’s (1997) Model of Image Creation and Image Transfer (AMICIT).

A total of 445 participants were recruited during the 2018 PyeongChang winter Olympic Games. Questionnaire items included three major constructs; (1) Consumers’ evaluation of the five Olympic values (economic, culture & social, environmental, experiential and moral values), (2) Two versions of news articles (Olympic-sponsoring company vs Non-sponsoring company), (3) Consumers’ assessment of the company’s values.

Multiple regression analyses results indicated that for the Olympic-sponsoring company, the perceived economic value ($\beta$=.276, $\rho$<.001), cultural & social Value ($\beta$=.152, $\rho$<.05), environmental value ($\beta$=.403, $\rho$<.001), experiential value ($\beta$=.365, $\rho$<.001), and moral value ($\beta$=.162, $\rho$<.05) all significantly influenced the respective perceived company values.

For the non-sponsoring company of the Olympics, only the perceived economic value ($\beta$=.186) and environmental value ($\beta$=.257) of the Olympics had significantly influenced the perceived economic and environmental values of the company respectively ($\rho$<.05).

The results indicate that consumers who evaluated the values of the Olympics positively also assessed the companies that sponsor the Olympics positively across all values, while only a partial transfer of values were found in companies that decided not to sponsor the Olympics. In other words, values also display the property of being transferred, of which the effects change depending on the decision to sponsor an event or not.

This study holds significance in that it is the first attempt to study and empirically test the transfer of values. Furthermore, this study provides a theoretical basis for investigating the transfer of values outside the context of sporting events. Practically, results indicate that marketers should consider the values being advocated by events when making decisions about which events to sponsor, or even consider sponsoring.
Gamified Messages and Intentions to Participate in Future Running Events

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Facilities/Events - Event Marketing (Physical Activity)

20-minute oral presentation (including questions) virtual asynchronous
Abstract 2020-029
Session: Facilities/Events

Running events have grown in popularity among communities across the USA. Specifically, 5K running participants have increased on average by 3% since 2001 (Andersen, 2019). The feasibility of setting a goal to participate in a 5K may have catalytic impacts among people who do not exercise and change their individual attitudes and behaviors (Karapanos et al., 2016).

Self Determination Theory offers a fundamental approach toward the optimal functioning of personal well-being in social environments (Deci & Ryan, 2008). Different social settings like competitive and cooperative environments can differently influence an individual's attitude toward physical activity (Zhu et al., 2017). Furthermore, the concept of gamification, defined as implementation of the game design in a nongame context, may motivate continued physical performance (Deterding et al., 2011). Gamification features (e.g., points, rewards, badges) have certain psychological effects such as social relatedness and perceived competence (Seiler et al., 2017). Specifically, these features can fulfill competence needs through rewards, and social relatedness through competition (e.g., running against others) and cooperation (e.g., running with others) (Ryan, Rigby, & Przybylski, 2006). These different types of gamification features might influence differently individuals’ likelihood to participate in 5K events (Ritcher et al., 2015). Therefore, this study aimed to test the following:

H1. Under competitive condition, people will show a greater intention to participate in 5K compared to the cooperating environment.

H2. Gamification elements will moderate the effect of social setting on intention to participate 5K event. Specifically, (a) in the cooperation condition, people are more likely to participate in 5K event if they are celebrated at an online bulletin board as compensation for goal accomplishment. Meanwhile, (b) in the competition condition, people are likely to participate in 5K event if they receive virtual goods (e.g., badges, points) as compensation for goal accomplishment.

This study will use a 2 (competing vs. cooperating) x 2 (virtual rewards vs. online bulletin board) factorial design. A total of 200 Amazon’s Mechanical Turk participants who are not currently exercising will be recruited from with $1.00 participation reward. In the competing environment condition, participants will be assigned to a certain step goal to compete against a fellow employee, while individuals in the cooperating environment condition will be asked to work with another employee to achieve the step goal collectively. The goal will be the same in each condition for the individual whether they work together or against others. For example, in competing condition the goal would be 20,000 steps weekly for the person as they work on their own. In the cooperating condition, the goal provided would be 40,000 weekly steps for the pair working together. Then, participants will be exposed to two different conditions, either in an online bulletin board or in virtual rewards. Manipulation checks will be performed about all conditions. Finally, participants will be asked to assess their intention to participate in a 5K race. For data analyses, analysis of variance will be used to test the main effects and one-way interaction effects controlling for age. Data collection and analysis are still in process.
How Coach Behaviors, Practice Structure, & Operation Quality Influence Parental Valuation of Youth Sport Programs

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Joseph Walker (Advisor), University of North Texas

Facilities/Events - Operations (Youth Sport) Poster Abstract 2020-030 virtual asynchronous

Session: Poster Session III

Parents purchase youth sport programs because of a desire to provide their child an opportunity to improve skill, to join a team environment, be physically active, and develop character (Martin, Dale, & Jackson, 2001; Schwab, Wells, & Arthur-Banning, 2010). The relationship between youth sport participants and their coaches, by virtue of time spent with a coach throughout a season, provides an ideal environment for psychosocial development of youth (Horn, 2002). Therefore, parental perceptions of coaching behaviors through observing their child's practices and games should influence parental valuation of a youth sport program. Bandura’s social cognitive theory (SCT) discusses how development is a reciprocal process between participants and their environment. In fact, many parents believe that youth participation in organized sports, helps prepare their children for adulthood through the preparation of life skills (Green & Chaliph, 1998). Whether or not a child participates in a program falls on the shoulders of parents, who control the ultimate decision making power of what programs to purchase (Green, 1998) and the perceptions of the customer's valuation influences repurchase intention (Chang & Wildt, 1994). Fishbein and Ajzen's (1980) expectancy-valuation model based on the core theory of reasoned action provides the direction for the analysis of variables that influence parental valuation of a youth sport program. Our analysis seeks to identify a structural model that depicts what factors explain parental program valuation.

Method

Upon receiving permission from IRB, parents that attended two youth sporting events (N= 1650) were approached prior to their child’s first game at the end-of-season tournament. The 461 participants (27.9%) completed a survey that contained questions relating to coaching behaviors, parental motivations in registering children in the program, an item evaluating how parents value the program, and demographic questions.

Analysis/Results

In order to test construct and factorial validity, 2nd order factors of coaching behaviors and motivations were formed by running coaching behaviors and reasons for registration to their respective factors. The 2nd order factors were then ran towards program valuation. Using IBM SPSS AMOS 25 software.

The hypothesized model presented was validated using several common model-fit indices, X2 (18)= 31.45, p =.025, CFI=.983, TLI=.974, RMSEA=.040, SRMR=.043. Therefore confirming that parental motivations in purchasing a youth sport program and specific coaching behaviors directly influences parent program valuation.

Conclusion

This analysis illustrates the structural relationship of specific parental motivations for participation in a youth sport program and coaching behaviors positive influence on parental program valuation. The results introduce a new paradigm for youth sport program valuation that will help researchers and practitioners develop new coach training programs and refocus the program according to parental preferences.
Influence of Hosting Olympic Games on the Real Estate Price: An Analysis of the 2018 PyeongChang Winter Olympic Games

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Kihan Kim, Seoul National University

Facilities/Events - Other (Olympic Sport) virtual asynchronous Poster
Abstract 2020-031 Session: Poster Session I

This study examines the economic legacy of hosting the 2018 PyeongChang Winter Olympic Games by investigating the real estate price change of the host cities before and after the successful Olympic bid announcement in 2011.

A difference-in-difference (DID) analysis was performed to examine the amount of real estate price change before and after the successful Olympic bid announcement in 2011 for the three host cities (i.e., PyeongChang, Jeongseon, and Gangneung) compared to the remaining the fifteen non-host cities (i.e., Sokcho, Yangyang, Goseong, Donghae, Taebaek, Samcheok, Yeongwol, Yanggu, Inje, Wonju, Cheorwon, Chuncheon, Hongcheon, Hwacheon and Hoengseong) within the same providence where the Olympic was held. A time-series cross-sectional real estate transaction data, collected for 422 apartment complexes in the three host cities and 1,285 apartments in the fifteen non-host cities from 2009 to 2017, was analyzed.

Based on the hedonic pricing theory (Monson, 2009), a total of twelve property and neighborhood factors were identified as the antecedent factors of the real estate price. Along with these twelve antecedent factors as control variables, two dummy variables—the host city dummy (host vs. non-host cities) and the Olympic announcement dummy (before vs. after announcement)—and their interaction term were entered in the regression model for the DID analysis.

Overall, the findings indicate that the real estate prices did increase after the successful bid of the Olympic Games, and that the amount of increase was greater for the three Olympic host cities than the remaining non-host cities. In particular, when the two years before the announcement, 2009-2010, were compared to the two years after the announcement, 2012-2013, the interaction between host and announcement dummy variables was significant (b = .069, p < .01), indicating a greater impact of bid announcement on real estate price for host vs. non-host cities. Specifically, for the three host cities, the real estate prices increased 38% after the bid announcement, whereas the real estate prices increase only 31% for the remaining non-host cities. The same pattern of relationships was found when the real estate prices for 2009-2010 was compared to that of 2014-2015, and 2016-2017, respectively.

The findings provide empirical evidence of the economic legacy of hosting Olympic Games. Theoretical and practical implications were discussed.
Investigating Managerial Priority of Environmental Inputs and Outputs in Public Assembly Venues

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Haylee Mercado, University of South Carolina

Facilities/Events - Sustainability (Other) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-032 Session: Sustainability II

With increasing concern from climate change and the fundamental link between sport and the natural environment, it is important that the sport industry focuses its attention on minimizing the harmful impact on the environment that results from its activity. One area where impact may be mitigated is in the operation of the public assembly venues (PAVs) where events take place as buildings are responsible for a significant portion of greenhouse gas emissions which negatively impact the environment (Lucon et al, 2014). As such, the purpose of the present study was to understand PAV managers’ decision-making processes on venue operations with respect to how they prioritize the environmental impacts of their facility. This research is necessary as there is little to no understanding of the decision-making process and prioritization of environmental inputs and outputs of facilities (Mallen, 2018). Additionally, the PAV is a unique context compared to other types of buildings due to their size, irregular and intense usage, indoor and outdoor environments, and hours of operation.

The present study was framed by the Life Cycle Assessment, a theory and method of analysis which follows a product from conceptual until destruction (McDonough & Braungart, 2002), to explain the decision-making process of PAV managers and the environmental impact of PAVs. The Sport Event Environmental Performance Measurement (SE-EPM) model proposed by Mallen, Stevens, Adams, and McRoberts (2010) was utilized to conceptualize the potential environmental impacts of the operation of a PAV. These impacts were used to populate an online questionnaire that utilized the best-worst scaling (BWS) method of experimental design and analysis (i.e., Colbourn & Dinitz, 1996; Flynn & Marley, 2014). BWS is an underutilized technique in sport management and is considered to be stronger than other preference ranking methods (Chrzan & Golovashkina, 2006). This survey was then distributed to over 1000 PAV managers via the International Association of Venue Managers. After removal of incomplete and unusable questionnaires, N=222 were retained for testing of the posed research question.

Findings from the simple BWS analysis suggest that PAV managers prioritize the following environmental impacts in the respective order from highest priority to lowest priority (with BWS scores): waste (466), electricity (320), use of disposable products (281), water (162), food (-102), emissions (-219), gas (-227), chemicals (-248), and oil (-418). This suggests that PAV managers prioritize use of electricity, use of disposable products, and water use when making managerial decisions on environmental operations of their facilities. It is important to note the interpretation of these findings. They do not suggest that oil, chemicals, gas, emissions, and food are non-priorities. Rather, that when compared to the other impacts, they are not as high of priorities. These findings provide insight to where efforts to reduce environmental impacts ought to be targeted in order to achieve buy-in from PAV managers. Further, this research advances the use of BWS as a viable method of analysis in sport management. Further details, results, and implications will be discussed in the presentation.
In the past 10 years, scholarship in the area of sport and the environment has steadily grown. Scholars have engaged in a number of topics ranging from corporate social responsibility and the environment (Trendafilova & Babiak, 2013) to evaluation and analysis of environmental actions of sport organizations (Bunds & Casper, 2015) and best practices for planning environmentally friendly events (Mallen et al, 2015). In response, the sport industry has begun to recognize the importance of addressing the natural environment, with some governing bodies taking necessary steps towards sustainability (Casper & Pfahl, 2015). In particular, the professional tennis community has taken proactive steps to become more environmentally sustainable by partnering with the Natural Resources Defense Council in the United States and the Sports for Climate Action movement internationally. Additionally, in 2014 Roland-Garros (French Open) became the first French sporting event run on an international scale to obtain ISO 20121 certification, meaning the event met rigorous sustainability standards. However, less is known about specific sustainability efforts at the four major Grand Slam professional tennis tournaments (i.e., Australian Open, French Open, Wimbledon, and US Open), which take place annually and are the most important annual tennis events globally. Understanding the sustainability efforts at these events has important implications for sport practitioners and scholars looking to gain insight into sustainability trends over time. Consequently, the purpose of this study was to examine specific sustainability efforts at all four Grand Slam tennis tournaments.

A qualitative content analysis guided the data collection and analysis for this study (Hsieh & Shannon, 2005; Krippendorff, 2012). Data were gathered by analyzing environmental sustainability efforts taking place at each Grand Slam tournament location. Results indicated Grand Slam facilities focus primarily on energy and water conservation initiatives, increasing sustainable food choices, and improving spectators’ knowledge about environmental sustainability. For example, Roland-Garros’s partners encourage fans to adopt environmentally friendly practices. The Australian Open focuses on reducing electricity usage (e.g., LED lighting) and saving water (e.g., low water usage sanitary fittings, comprehensive storm water retention system). In addition, food and beverage efforts focus on using plates made out of plantation bamboo and wooden cutlery made from either recycled materials or plantation timber. The US Open collects tennis balls to donate to various community and youth organizations. In addition, they reuse more than 12,000 gallons of food grease and convert it into biodiesel fuel. Lastly, Wimbledon provides recycled water bottles and encourages spectators to bring their own bottles, eliminated plastic bags on rackets, and focuses on energy savings and waste reduction.

The Grand Slam event strategies have broad applications beyond professional tennis, and give insight for managing large-scale annual sporting events in an environmentally sustainable fashion. Moving forward, research must approach environmental sustainability in a more holistic manner, making connections that go beyond single event analysis. To do so, we need the input and collaboration of both scholars and practitioners. During the presentation, we will solicit discussion on specific suggestions and directions for collaboration and action within the industry.
Mass Sport Events and the Environment: Can One Exist Without Destroying the Other?

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Thomas Aicher, University of Colorado Colorado Springs
Melissa Davies, Ohio University
Eric Hungenberg, University of Tennessee - Chattanooga

Facilities/Events - Sustainability (Amateur Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Sustainability I

Abstract 2020-034

Ecotourism is a form of tourism that occurs in largely untouched natural environments. Due to its potential to impact the environment, ecotourism is designed in a way that extends positive impacts on the region through conservation, economic stimulus to the host destination, cultural appreciation, visitors’ satisfaction, and education on the importance of conservation (Bien, 2006; Brandon, 1996; Thomas, et al., 2013; WTO, 2004). Sport ecotourists often engage in sports like rock climbing, mountain biking, skiing, and trail running as they seek challenging endeavors and landscape yet to be conquered. These rural, remote environments are sought for the beauty, terrain, challenge, and adventure they provide (Costa & Chalip, 2005; Robertson, et al., 2014). What is largely unknown, is the impact sport ecotourists have on these pristine environments.

Sustainability indicators provide a foundation for the planning, management, and monitoring of tourism activities (Thomas et al., 2013; WTO, 2004). These indicators provide information on the impacts of tourism development on the environment and socio-cultural conditions, as well as the economic benefit on host destinations, otherwise known as the triple bottom line (Bien, 2006). Using these indicators as a framework, this study explored the juxtaposition of hosting a mass sport event that requires a challenging, natural landscape and the efforts of the event organizers to provide sustainable ecotourism. Therefore, researchers chose the Grand Circle Trailfest to examine the triple bottom line of sustainability. Researchers used the World Tourism Organization (WTO) indicators to examine the triple bottom line of this US National Park-centered 3-day trail running event.

Using a qualitative design, researchers collected event materials, photographic imagery, participant observation, and conducted in-person interviews (Denzin & Lincoln, 2018) to examine the sustainable practices of the event. Semi-structured interviews of 18 participants probed for the perceptions of sustainable practices (i.e., environmental, socio-cultural, economic) of the Trailfest. Two investigators ran the course to observe participant behavior and the sustainable practices of the event. Photos and field notes were recorded during the run. Finally, the investigators took hundreds of photos of the: (1) general environment, (2) participant behavior, and (3) various event sites.

Interviews were transcribed verbatim. Using the WTO indicators as a starting framework, a thematic analysis (Terry et al., 2017) was conducted to analyze the interviews, event materials, and photos. The data were coded into the 11 core WTO indicator categories. To ensure data quality, researchers established intercoder reliability and agreement (Campbell et al., 2013), triangulation using other data sources, and a search for alternative explanations (Lincoln & Guba, 1986). Given limited space to explain qualitative work, the method and analysis will be discussed.

The researchers are currently analyzing data. Preliminary findings indicate positive sustainable practices by the event. However, there are clear elements of risk, a need for sustainable action, and a necessity for a means to better identify these actions. These findings expand the work by O’Brien and Chalip (2008) by extending the model of economic and social leverage to include environmental leverage (Chalip, 2018). Additional theoretical and practical implications will be discussed during the presentation.
Scoping Review: Incorporating Wearable Fitness Tracker with Sport Events

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Facilities/Events - Event Marketing (Physical Activity) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-035 Session: Technology II

Wearable Fitness tracker (WFT) have increased in popularity among adults in the U.S. (Lipman, 2014) along with the rise of the offering of running events across the USA (Anderesen, 2019). Many health studies have used self-determination theory (SDT) to demonstrate the role of WFT in an individual's continuous exercise (Zuckerman & Gal-Oz, 2014; Burke et al., 2012). However, maintaining an individual’s engagement in physical activity still remains questionable. While engaging in participatory sports, various types of psychosocial factors may interfere with an individual’s inherent desire to exercise in a consistent manner (Sawrikar & Muir, 2010). Studies in multiple domains like health and information technology suggested that gamification can be applied as an intervention tool to maintain or increase individual’s engagement levels in physical activity (Patel et al., 2017; Burbach et al., 2019). Deterding et al. (2011) defined gamification as an implementation of the game design in a non-game context. Although a concept of gamification has been applied in many sport-related areas (e.g., Wii, wearable, fitness application), only a few sport literature have recognized the role of gamification within the sport consumer context (Hallmann & Giel, 2018; Tu et al., 2018). Our review explores the effect of gamification and WFT on sport-related behaviors and well-being with the aim to understand and delineate any factors that could enhance participation and well-being.

This study applies the five stages of the scoping review process as suggested by Arksey and O’Malley (2005). In the first stage, the researcher identifies the research question: what do we know from the extant literature that practically measures the effect of gamification and WFT on the psychological and physical well-being of a sport-related population? Second, using a keyword search (gamification and fitness tracker or activity tracker or wearable device or smart watch and physical activity or exercise or sport or fitness), we identified relevant studies in 1) 27 electronic databases (e.g., Ebsco, ScienceDirect, MEDLINE) 2) reference lists, and 3) hand-searching of key journals. The database search yielded 601 articles and 10 articles matched the criteria. After the database search, the reference lists from identified articles were examined for additional information. The reference lists search and hand-searching method yielded two and one article respectively. During this process, the inclusion criteria used to screen were: 1) the papers in multiple domains focused on the effect of gamification on individual attitudes or behaviors; 2) the papers provided empirical evidence regarding the impacts and outcomes of WFT using gamification strategies; 3) the papers examined individuals using wristband type WFT and 4) the population of the study is either non-patient or those have general health issues related to physical inactivity (e.g., obesity).

Some preliminary results show that gamification in physical activity can be classified as 1) needs based (e.g., goal setting and progress), social based (e.g., cooperation and competition), and rewards based (e.g., badges and points). These elements mediate the effect of sport involvement on exercise engagement and sport event participation that may ultimately increase an individual well-being. The full analysis will be presented during the conference.
Simulated and Controlled: Exploring the Managerial Implications of Sport’s Evolution from Natural to Artificial Environments

Madeleine Orr, University of Minnesota
Walker Ross, Florida Southern College
Jamee Pelcher, University of Tennessee at Knoxville

The relationship between sport and the natural environment dates to the beginning of sport itself. Many sports were borne of unique interactions between humans and the natural environment: surfing emerged from indigenous traditions and culture in Polynesia (Booth, 2013; Warshaw, 2011), golfing became popular in the hills of Scotland (Browning, 2018), and ice hockey became “Canada’s game” on the frozen ponds of the North (Johnson & Ali, 2017). From these origins of unique human-nature interactions evolved the controlled, codified, simulated, and artificial facilities we rely on today. Surfers can now practice in wave pools, golfers enjoy manicured golf courses and indoor simulators, and hockey players may experience their sport indoors in all seasons.

The shift toward artificial facilities is, we argue, driven by anthropocentric notions of control over the natural world (White, 1948). Anthropocentrism is defined as “an implicit or explicit assumption that human reason and sentience places the human being on a higher ground” than other beings (Coward, 2006, p. 420). This assumption serves as grounds for the division of humans and nature, and the assumed superiority of humans over all other natural and non-human elements in this world (Sekinelgin, 2006). Anthropocentrism has been identified in the recreation and tourism literatures as a driving force in development (Brymer & Gray, 2010; Cocks & Simpson, 2015; Schulz et al., 2010), however understandings of the impact of anthropocentrism on sport remain underdeveloped. Therefore, the present research explores the influence of anthropocentric frames on artificial environments and sport standardization (via anthropocentrism) in the modern sport industry.

This research was conducted through a review of relevant sport history literature and interviews with industry leaders who have overseen or managed transitions from natural settings to artificial settings. In particular, this is an exploratory multiple case study focused on ice hockey, golf, rock climbing, surfing, and skiing: all sports that have experienced some anthropocentric transition from natural settings to artificial facilities within the last forty years. Interview questions focused on what stimulated and catalyzed the transition to artificial facilities, and how reliance on artificial facilities has evolved over time. Interviews were transcribed and the transcripts coded via a combination of inductive and deductive coding techniques (Saldaña, 2015).

Early findings reveal the artificialization of sport has resulted in several benefits for athletes and the sport sector, and was heavily inspired by the desire to control the environment of play and extend playing opportunities. Examples of benefits include greater opportunities to participate in a range of sports regardless of geography and season, and the potential to ‘level the playing field’ by controlling the conditions of play for competition. However, there are also drawbacks to increased artificialization of sport: namely, the increased costs financially and environmentally (Mufson, 16 October 2019). As the conditions of the natural environment are under scrutiny due to climate change (IPCC, 2014), it is imperative to understand the artificialization process, and to address the issues presented by artificialization of sport. Further, this research will provide the initial groundwork for further studies on anthropocentrism in sport management.
Assessing sport mega events’ (SME) economic impact has been regarded as unidimensional and thus, inherently limiting (O’Brien & Chalip, 2007). A holistic approach suggests that a host location’s product and service mix can be strategically combined with its unique resources in order to enable desirable outcomes (Chalip, 2007). Past work has suggested that one such resource may be entrepreneurial knowledge and networks (Ratten, 2011; Spilling, 1996a/b). Yet, entrepreneurship and SMEs have not been thoroughly explored. Doing so will identify trends and encourage the continued development of pertinent frameworks (e.g. Ratten, 2011; Chalip, 2018). Furthermore, examining whether SMEs incite entrepreneurship offers a new perspective of event leverage, which has focused on the value of SMEs to event managers, venue operators, and destination marketers. By contrast, examining entrepreneurship allows for the study of individuals whose behaviors directly affect business ecosystems.

To assess SMEs’ impact on entrepreneurship, past work investigated inflows of investment capital from foreign businesses during a SME (Hayduk, 2019), and found a positive relationship. However, acquiring additional investment capital is necessary, but not sufficient, for building entrepreneurial capacity. To build entrepreneurial capabilities in a region, capital must also be allocated towards lucrative products in high-tech industries (Ozturk, 2007). SMEs provide important opportunities for host nations to make wholesale enhancements to telecommunications, transportation, and public safety technologies (Liang, 2013). Developing re-purposable technical resources is a key goal for host nations, so investigating exports in high-tech industries (i.e. High-tech exports, HTX) provides insight about innovation competencies (Love & Gannotakis, 2013) and competitiveness (Fagerberg, Srholec, & Knell, 2007). Therefore, this investigation assessed whether SMEs enhance host nations’ HTX.

The analysis involved the use of static specifications (IV estimation) and dynamic specifications (System-GMM estimation) of an unbalanced panel dataset tied to 195 nations over 47 years (N=9,165). Results from both specifications revealed that hosting a SME (Summer/Winter Olympic Games, FIFA WC, Cricket WC, & Rugby WC) was positively related to HTX in developed host nations only (B = .78; z=13.67; p < .000). The findings echo results of work in sport entrepreneurship (Hayduk, 2019; Spilling, 1996a; 1996b). This congruence reinforces the fact that SMEs produce disparate effects in developed vs. developing nations. Such disparities stress the need for academics in event leverage (e.g., Chalip, 2014; 2018) and sport entrepreneurship (e.g., Ratten, 2011) to address the boundary conditions of these frameworks. Scholarship in these areas should elaborate on how SMEs may be leveraged when institutional vacuums and resource constraints predominate.

The rift between developed and developing nations has implications for residents and business owners. In developing nations, business owners should be critical of those trying to host a SME in their locale, and they should refute assurances of ‘economic impact’ and ‘event legacy’. At a minimum, these groups should thoroughly evaluate the opportunity costs of hosting a SME. However, these findings are positive for businesses in developed nations. Businesses in high-tech industries and/or businesses looking to diversify into high-tech industries may realize additional expansionary opportunities during a SME.
Trend Analysis of Waste Management Programs in Collegiate Athletics

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Donta T. Ingram, The Ohio State University

Facilities/Events - Sustainability (College Sport) virtual asynchronous
Poster Abstract 2020-038 Session: Poster Session III

One of the most visible, yet more complex, environmental initiatives that sport organizations implement are waste management programs (McCullough & Kellison, 2018). Such programs can be as simple as offering landfill-recycling, landfill-recycling-composting, or recycling-composting. Previous researchers examined such behaviors of sport spectators (Casper et al., 2014; Han et al., 2015; McCullough, 2013; McCullough & Cunningham, 2011). These studies examine the behavioral intentions of spectators; but, there is a gap in the literature to examine the actual diversion rates (i.e., solid waste diverted from the landfill). While there is value in this research, it serves on the campaign side of environmental initiatives and not the actual performance of these collective efforts.

However, there are challenges within the organization to expand such environmental initiatives as well (McCullough & Cunningham, 2010). Specifically, Casper and colleagues (2012) found that sport practitioners are hesitant to implement more advanced sustainability initiatives, like composting, due to the lack of expertise within the organization. Further, sport practitioners question the value of advanced waste management programs beyond simply offering to recycle. Collegiate athletic departments are in a unique position to leverage the pockets of expertise on campus (i.e., sustainability and waste management departments; McCullough et al., 2018; Pfahl et al., 2014) to provide such content expertise. This expertise has been leveraged on certain campuses that are notable exemplars in sport ecology, particularly in collegiate athletics. Thus, the purpose of this study is to examine the waste stream data from the in-stadium waste management initiatives of these athletics departments to determine an expectation for sport practitioners as they seek to implement such programs at their venues.

Secondary data were collected from the various athletic departments and sustainability offices of ten Division I campuses. Each campus has at least ten years of waste recovery data for each home football game. The data consist of the landfill, recycling, and more recently composting tonnage. The data will be analyzed using linear regression to demonstrate the significance of gameday variables (e.g., attendance, kick-off temperature, time of kickoff, conference opponent, etc.) on waste recovery. Moreover, we will examine the aggregated data in a trend analysis using Mann-Kendall tests (Chowdhury et al., 2017; Hamed & Rao, 1998) to determine specific trends in diversion rates as they relate to program maturity, implementation of recycling or composting programs, and other noteworthy waste management efforts (e.g., campaigns, signage, green teams, ‘gatekeepers’, etc.).

We anticipate that the maturity of waste management programs will result in higher diversion rates. Additionally, as the waste management program matures so will the sophistication of such efforts to include composting programs which will further increase recovery rates. McCullough and colleagues (2016) speak to this as part of the diffusion of innovation within sport organizations as specific sustainability initiatives advance in their analogy of the waves of sustainability in sport. Sport practitioners will find our results useful to manage their expectations when implementing or advancing their waste management programs at their events and in their venues. We will further discuss our findings and implications during our presentation.
Understanding the Role of Consecutive International Sport Events on Sport Participation: A Study with Different Age Segments

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Facilities/Events - Other (International Sport)
virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-039
Session: Facilities/Events

Increased sport participation is among the most important reasons for cities and countries to host international sport events, due to various benefits including social- and health-related (Colberg et al., 2016; Hartmen & Depro, 2006), ultimately leading to economic benefits through reducing healthcare costs and losses from physical inactivity (Kohl et al., 2012). Nevertheless, the role of international sport events on sport participation are inconclusive (Weed et al., 2015) and this could be due prior focus on single sport events. Previous studies have not examined the impact of hosting international sport events consecutively in a city, which implies a strong effort form the organizers in the preparation stage (e.g. Tokyo 2019-Rugby World Cup; 2020-Olympic Games). Also, most studies have focused on increased sport participation among the general population (e.g. Cleland et al., 2019), and there is dearth of research on how these events may have differential effects on specific population segments.

Based on existing studies and associated gaps, the purpose of this study is to explore how older and younger segments of the population would change attitudes and behaviours towards sport participation when international sport events are hosted consecutively in their cities. The focus on these segments is justified by the fact that youngsters are more likely to be inspired by sport performances (Ramchandani et al., 2012), while healthy aging represents a key concern of cities due the aging population trend that is expected worldwide (WHO, 2018). The current study will focus on the two events hosted in Tokyo (2019, 2020) and critically analyse how the event planning, unfolding and post-event may affect sport participation among young and old people, and the associated spill-over effects from one event to another.

A conceptual framework is being developed to help explaining how hosting consecutive international events may affect sport participation among these population segments. Ramchandani et al. (2017) suggests that people’s pre-event behaviour towards sports often influences how they feel inspired from the teams/athletes competing in the events. Inspiration represents an important factor for increasing event satisfaction and change attitudes towards sports (Bottger et al., 2017). Weed et al. (2009) further argue that inspiration generated by sport events can be categorized into demonstration and festive effects. Demonstration effect happens when people are inspired by athlete and team performances (Potwarka et al., 2018), while festive effects are generated by the event atmosphere and supplementary events in the city (Cleland et al., 2019). Inspiration generated from the event and post-event often affects attitudes towards sport participation (Gucciardi & Jackson, 2015), subsequently leading to increased behavioural intentions and actual behaviours of sport participation.

Using this framework as a guide and following a longitudinal approach, semi-structured interviews will be firstly conducted in Tokyo after the 2019-Rugby World Cup. Then, new rounds of interviews will be conducted before and after the 2020-Olympic Games. This study aims to contribute to a better understanding of the role of hosting international sport events consecutively on attitudinal and behavioural changes of young and old individuals towards sport participation.
Understanding the Volunteer Experience: A Holistic Examination

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Facilities/Events - Volunteers (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-040 Session: Volunteers I

Introduction and Literature Review

Sport event volunteers have been recognized as a valuable resource for the operations and success of sport events (Hoye, Cuskelly, Auld, Kappelides, & Misener, 2020). Research on sport event volunteers is recognized as one of the largest bodies of literature in sport management (Hoye et al., 2020). Within such research, the volunteer experience is discussed and examined according to four-related constructs: motivation, satisfaction, commitment, and sense of community (Lachance & Parent, 2019).

When examining previous research on the volunteer experience, two important gaps remain. First, while each aforementioned construct is believed to hold individual importance to the volunteer experience, these constructs have been researched in independent silos (Lachance & Parent, 2019). Second, while past research has used quantitative instruments to measure each construct, with claims of their relative importance to the volunteer experience, studies have yet to measure volunteer experience as a dependent construct.

Consequently, the direct, pluralistic influence that motivation, satisfaction, commitment, and sense of community have on the volunteer experience remains unclear. Further, more research is needed to combat the fragmented nature of past sport event volunteerism research, as constructs have been examined individually or independently from the volunteer experience. Thus, the purpose of this study was to empirically test the relationship between volunteers’ motivation, satisfaction, commitment, and sense of community to their experience.

Methods

The context of this study was the 2019 Osprey Valley Open, a professional golf tournament held in Toronto, Canada. A post-event online questionnaire was administered to 246 event volunteers for a two-week period. A sample of 160 volunteers completed the questionnaire (response rate = 65%) which assessed motivation, satisfaction, commitment, sense of community, and experience using previously validated scales (e.g., Cuskelly & Boag, 2001; Galindo-Kuhn & Guzley, 2001; Jackson & Marshs, 1996; Kerwin, Warner, Walker, & Stevens, 2015; MacLean & Hamm, 2007). A multiple regression analysis was conducted to predict volunteers’ experience from the four included constructs.

Results and Discussion

The multiple regression model significantly predicted volunteers’ experience, $F(156, 4)=30.134$, $p<.001$, adj.$R^2=.436$. Motivation ($\beta=.216$, $p=.007$) and satisfaction ($\beta=.446$, $p<.001$) were found to both significantly predict volunteers’ experience, while commitment and sense of community did not.

Findings confirm previous claims regarding the relationship between motivation and satisfaction towards the volunteer experience (Farrell, Johnson, & Twynam, 1998; Lachance & Parent, 2019). However, the insignificance of commitment and sense of community in relation to the volunteer experience contests previous claims in which these constructs are argued to be predictive of the volunteer experience (e.g., Costa, Green, Chalip, & Simes, 2006; Kerwin et al., 2015; Lachance & Parent, 2019).

Conclusion

This study offers empirical insight into the joint statistical relationship between motivation, satisfaction, commitment, sense of community, and volunteer experience. Notably, the statistical insignificance found between commitment and sense of community suggests these constructs may indirectly impact the volunteer experience or be
antecedents to satisfaction and motivation. As such, these findings should inform future studies regarding the empirical examination of the volunteer experience and its related constructs.
Who’s House? Our House: Instrument Development to Assess Student-Athlete Satisfaction with Stadium Facilities

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Facilities/Events - Other (College Sport)
20-minute oral presentation (including questions) virtual asynchronous
Abstract 2020-041 Session: Student Athletes

College athletics are in the midst of an era of rapidly increasing budgets and an accompanying facility construction and renovation boom (Fulks, 2015). Athletic departments are building and renovating facilities at extremely high rates and the building boom has persisted through the most recent economic recession (Bennett, 2012). From 2009 to 2018, 11 FBS universities invested an average of $333,000,000 each on football stadium construction or renovation (Patterson, 2018). As facility construction and renovations boom the question becomes, what impact are these new facilities having on their institutions and more specifically their athletes?

Researchers have examined the impact of numerous factors regarding the student-athlete experience (Chartrand & Lent, 1987; Hill, Burch-Ragan, & Yates, 2001; Blann, 1985; Martens & Cox, 2000), but not the impact of the built environment, specifically athletic facilities. To conduct this type of research, a tool to assess facilities from the student-athletes’ perspective must be developed. Therefore, this study developed and validated a survey scale to measure student-athlete satisfaction with football stadium facilities.

Using the norms as comparative standards model of consumer satisfaction developed by Cadotte, Woodruff, and Jenkins (1987) as the theoretical basis, a review of facility evaluation and service quality literature informed the development of a conceptual model for student-athlete satisfaction with stadium facilities. The resulting three-factor model included functional, atmospheric, and aesthetic components with one moderator (financial). This model guided the development an initial 54-item survey with all responses using a seven-point Likert scale.

Initial surveys were distributed to football student-athletes (n = 779) from ten universities within a cross-sectional sample by NCAA division (D-I = 4, D-II = 3, D-III = 3). Exploratory factor analysis (n = 350) revealed six underlying factors of student-athlete satisfaction with stadium facilities: functional (α = 0.954), convenience (α = 0.923), game day (α = 0.897), audio video (α = 0.926), safety security (α = 0.869), and aesthetics (α = 0.963). Confirmatory factor analysis (n = 429) revealed a good fit to the data [χ²(1388) = 5516.73, p < .001, CFI = .89, TLI = .88, RMSEA = .08]. Additionally, financial variables (football revenues and expenses and total athletic revenues and expenses) were found to have weak positive correlations to each of the six underlying factors resulting in a final model for student-athlete satisfaction with stadium facilities of six factors with one moderator. The resulting final validated instrument includes 47 items on a seven-point Likert scale and four financial items.

The instrument developed from this study has numerous theoretical and managerial implications. Researchers can use the instrument to examine the relationship between facility satisfaction and numerous student-athlete focused variables including the student-athlete experience, as well as recruitment and retention. This instrument will also be a valuable tool for university administrators by allowing them to collect valuable information from their student-athletes informing decisions regarding their athletic facilities.
Finance/Economics
Assessing the Financial Performance of Professional Sport Team Nonprofit Organizations: A Case of Dallas-Fort Worth Metroplex

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Professional sport teams (PSTs) have long engaged in community outreach through establishing independent, yet affiliated, nonprofit organizations (NPOs). While PST NPOs have become an industry norm (Babiak & Wolfe, 2009), skepticism toward socially responsible activities has remained a critical issue in business (Wagner et al., 2009), and PST NPOs are also prone to such skepticism due to affiliations with their for-profit counterparts. As competition increases in the nonprofit sector in soliciting funds and due to critical financial issues (insolvency, liquidity issues, and operating deficits and reserves; Morris et al., 2018), NPOs have been forced to merge or consolidate to remain financially viable and achieve their missions (Paarlberg et al., 2018). PST NPOs are small in terms of contributions and disbursements (Sparvero & Kent, 2014), implying that they are also likely to face such financial issues. Research on financial efficiency of NPOs is well established (Carroll & Stater, 2009; Prentice, 2016), but there is a dearth of studies on PST NPOs’ financial performance. Thus, this study assessed the historical financial performance of two PST NPOs in the Dallas-Fort Worth (DFW) metroplex (Texas Rangers Foundation [TRF] and Dallas Stars Foundation [DSF]) using regional and national averages as benchmarks. We also investigated whether key financial metrics (program efficiency ratio [PER], fundraising efficiency ratio [FER], and liabilities to assets ratio [LAR]) could predict the total contributions that PST NPOs received.

Financial document analysis was performed using Form 990s from 1997 to 2017 for the TRF and from 1998 to 2016 for the DSF. The data retrieved from the documents included total contribution received, total revenue and expense, program, fundraising, and administrative expenses, and total assets and liabilities. Three financial ratios (PER, FER, and LAR) and two percentage measures (fundraising expense percentage [FEP] and administrative expense percentage [AEP]) were then calculated. Multiple regression analysis was followed to examine whether three ratios predicted the total contributions received.

The TRF’s historical performance was good (PER = .81; FER = .06; AEP = .13) considering the suggested thresholds (Charity Navigator, n.d.; Tschirhart & Bielefeld, 2012); however, DSF’s was somewhat limited (PER = .71; FER = .196; AEP = .19). Based on Charity Navigator’s 2017 Metro Market Analysis, TRF performed better than the regional and national averages, while DSF scored poorly on all the metrics. Both TRF and DSF recorded operating deficits and no fundraising expenses in certain previous years. The regression model explained 44.1 percent of the variance in total contributions received. Only PER was statistically significant ($\beta = .59$, $p < .01$). The amount of contributions tended to increase by $62,747 for a one percent increase in PER.

The current research provides a useful snapshot of the financial performance of PST NPOs in the DFW area. As financial solvency has always been a challenging issue of NPOs (Hung & Hager, 2019), the results offer practical insights to PST NPO managers for better nonprofit operations and management. The results also call for the development of metrics that better predicts PST NPOs’ financial performance by considering their unique operation.
Comparing the Stock Performance of Competing Companies During the 2016 Rio Olympic Games

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Finance/Economics - Finance (Olympic Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Olympics
Abstract 2020-043

The International Olympic Committee (IOC) sponsorship revenue acquired in the four years prior to the 2016 Olympic Games in Rio de Janeiro, Brazil, exceeded $3.5 billion with The Olympic Program (TOP) sponsors (official Olympic sponsorship partners), paying an average of roughly $22 million each year within the four-year period (IEG, 2016; Schwabe, 2018). In the same four-year timeframe, the United States Olympic Committee (USOC) collected $70.3 million from sponsors. Regardless of the financial commitment level, the central tenant supporting sponsorship of large-scale events, and the Olympics in particular, is the ability of the sponsoring firm to leverage the relationship to increase brand awareness and brand equity and effectively differentiate it from its competitors, thereby increasing financial value (Cornwell, Roy & Steinard, 2001). To achieve these objectives, corporations typically spend additional money to not only advertise and market their business during the event but to also effectively protect against ambush marketers that might attempt to associate with the event without paying a formal sponsorship fee (Chadwick & Burton, 2011; Clark, Cornwell, & Pruitt, 2009; Grady, McKelvey, & Bernthal, 2009).

In a hyper-competitive and multi-faceted marketing environment such as the Olympic Games, it often remains partially or wholly unknown how effective sponsoring companies at various financial commitment levels, as well as ambushing companies, are at achieving their goals. Though a number of studies have attempted to measure the various marketing and branding outcomes of mega-event sponsorship announcements and ambush activities such as with the Olympic Games (Baim, Goukasian, & Misch, 2015; Farrell & Frame, 1997; Floros, 2010; Kim, Jung, & Lee, 2013; Lee & Groves, 2012; Leeds, Mirikitani, & Tang, 2009; Veraros, Kasimati, & Dawson, 2004), little research has investigated share prices and the ability to achieve positive returns among TOP sponsors, non-TOP sponsors, and ambush marketers. As such, to address this gap in the literature, the purpose of this study is to ascertain the impact of sponsorship level to firm value over the duration of the 2016 Olympic Games from Opening Ceremony to Closing Ceremony, August 5-August 21, 2016.

To accomplish this, the current research utilizes a seemingly unrelated regression (SUR) model with dummy coded variables to estimate the Cumulative Abnormal Returns (CAR) for all companies in the sample (11 TOP, 12 USOC, 8 ambush). A SUR model allows for contemporaneous correlation of errors for the companies in the sample (Karafiath, 1988) as well as improved efficiency over independent least squares analysis (Zellner, 1962). These CAR’s will then be used for a cross-sectional regression model to estimate the effect of sponsorship level (or lack thereof), firm size, industry sector, profitability and sponsored athlete competitions on firm value. Findings from this research help to extend the theoretical and empirical understanding of the impact that sport has on financial markets, as well as the relationship between sport organizations and stock performance. Results of this study will also help inform practitioners of the economic value of Olympic sponsorship level and whether the cost is worth the return.
Decided Wagers and Television Viewership Loss

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Finance/Economics - Economics (College Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Economics I
Abstract 2020-044

The financial importance of television broadcast revenues for NCAA FBS member institutions is well established (Fort, 2011). An extensive line of literature has empirically examined the drivers of sport television consumption (i.e., Mongeon & Winfree, 2012). Recent extensions of this literature have examined the degree to which wagering market interest drives consumption in NCAA football (Brown & Salaga, 2018; Salaga & Tainsky, 2015a&b), NCAA basketball (Kang, Salaga, Tainsky & Juravich, 2018), the NFL (Paul & Weinbach, 2015), and the NBA (Salaga, Tainsky & Mondello, 2019). Salaga and Tainsky (2015a) examined local market television ratings for Pac-10 football games finding evidence viewership may decline if over/under bets are decided before the game concludes. However, their sample included only a limited number of games in five media markets. This research further examines the possibility that “decided” betting market outcomes are a practically relevant determinant of viewership loss.

The data includes all nationally televised NCAA FBS regular season and bowl games from 2013 to 2015 which exceeded the pre-game over/under total (542 observations). The dependent variable is the logged total number of viewers for the contest. The transformation serves to avoid violating the assumption of normally distributed errors. Ordinary least squares with robust standard errors is specified.

The independent variable of interest equals the number of seconds remaining on the game clock when the total scoring in the contest exceeded the pre-game over/under total – rendering all over/under bets decided. If over/under wagering outcomes are indeed tied to viewership as suggested (Salaga & Tainsky, 2015a), the expectation is that viewership will drop the earlier an over/under bet is decided, as viewers switch their consumption to substitute programming.

The modeling controls for a variety of factors. Anticipated contest characteristics include the pre-game closing line point spread and over/under total, accounting for relative quality and anticipated scoring, respectively. Real-time and previous season power ratings (averaged for the competing teams) and indicators denoting within-conference matchups, conference championship games, and bowl games are included. Actual characteristics control for factors occurring during the broadcast (Chung, Lee & Kang, 2016). The difference between the closing line point spread and final scoring differential accounts for how closely the scoring margin matches pre-game expectations. A similar variable accounts for how closely total scoring matches with the market prediction. Temporal factors include time of day, day of week, and week of season the game was played. Lastly, indicators identify the channel airing the broadcast.

The variable of interest is statistically significant (1% level) and is practically relevant as a one standard deviation change is equivalent to a 6.90% reduction in total viewership. It is important to note the data covers a time period where single-game wagering was illegal in all but Nevada. In other words, the results indicate wagering and viewership are complements and wagering interest had a practically relevant impact on total viewership, even in an illegal environment. The findings are relevant given the increased legalization of sports betting and the growing complexity of industry relationships between sport and wagering properties.
Environmental factors, such as weather and air pollution, are important determinants of attendance for professional sports events (Borland & Macdonald, 2003; Watanabe, Yan, Soebbing, & Fu, 2019). Specifically, higher levels of air pollution are believed to negatively affect spectator sports (Carlisle & Sharp, 2001). However, limited attention has been paid to how such environmental conditions, like air pollution, may impact consumer behavior concerning sports (Watanabe et al., 2019). In addition, air pollution data in previous studies is limited for explaining the accurate relationship between air pollution and attendance because daily average weather data was analyzed instead of specific weather conditions during game hours. Against these limitations, this study investigates the impact of air pollution on attendance for professional sports by collecting hourly air pollution data.

The demand curve was derived by utilizing previous studies identifying five factors of sport demand (Borland & Mcdonald, 2003): consumer preferences (e.g., consumer habits or popularity among consumers), viewing quality (e.g., the quality of stadium or environmental conditions), economics (e.g., ticket prices), the sporting contest (e.g., success of competing, quality of a match), and supply capacity (e.g., stadium size). Based on these components, the sport demand model was used to examine how consumer interest in spectator sports may be influenced by place (Fort, 2004), weather (Bird, 1982; Schofield, 1983), household size (Taks, Renson, & Vanreusel, 1999), income (Borland & Mcdonald, 2003), team success (Kahane & Shmanske, 1997), uncertainty outcomes (Hunt & Lewis, 1976), and other pertinent factors.

This study collected the attendance numbers from Korean professional soccer league (K-League) games of the 2013 to 2017 seasons. The population and average income of the teams’ home cities and the capacities of the home stadiums were collected. Data concerning the hourly weather (temperature and precipitation) and levels of air pollution were also collected from the Korea Meteorological Administration (KMA) and the Korea Environment Corporation (KECO), while considering spectators’ travel time from their homes to the stadiums and vice versa. Scores of matches, accumulative winning percentages, rivalries, promotions, and split statuses were included in the analysis.

Following the precedence of traditional attendance functions in sports studies, this research regressed weather specific variables by controlling five demand factors for the attendance of each match. Pooled regression models, including time effects, were tested to estimate the impact of air pollution and other weather conditions on attendance. The results of these estimations have shown that precipitation (β=−.395, p=.019) and clouds (β=−1.274, p=.004) negatively impact attendance, while air pollution and temperature are not significantly related to attendance.

Therefore, this study shows that, even though there are disputes about the negative impact of air pollution on outdoor activities, sports fans still generally attend games, regardless of air pollution. In other words, sports fans are not seriously concerned about air pollution when they make consumption decisions, largely based on habitual patterns (Lee & Smith, 2008; Watanabe et al., 2019). However, as air pollution has become a more serious problem, it may be necessary for sports fans’ habitual patterns to change.
Is Shared Team Experience Really Team-Specific? Some Evidence from International Soccer Teams

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Finance/Economics - Economics (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Economics I
Abstract 2020-046

Introduction
Recent research emphasises the role of shared team experience as an important determinant of team performance. In the sports context this research has focused on semi-permanent domestic club teams (DCTs) in professional or college team sports in which there are much greater opportunities for coaches and players to accumulate experience of working together. In this study, we extend this research to the impact of shared team experience in temporary teams using national representative teams (NRTs) in professional soccer. We question the conventional assumption that shared team experience is team-specific and, hence, non-transferable. Instead we investigate the extent to which shared team experience acquired in DCTs is transferable to NRTs.

Previous Research
The resource-based view (Barney, 1991) argues that sustainable competitive advantage derives from unique, imperfectly imitable resources. Dynamic capabilities theory (Teece, 2007) provides a complementary approach emphasising the need to “continuously create, extend, upgrade, protect and keep relevant the enterprise’s unique asset base” (p. 1319). Both approaches identify human resources as a key asset/capability. Within dynamic capabilities theory, there has been increasing focus on the role of asset orchestration, particularly human resource orchestration. Asset orchestration represents “the capability to identify resource gaps and fill them in response to new opportunities, repeatedly” (Chatterji & Patro, 2014, p. 396). Several studies have investigated human resources as a source of sustainable competitive advantage in pro team sports, treating shared team experience as the unique team-specific asset/capability (Berman et al., 2002; Gerrard & Lockett, 2018). Both of these studies used semi-permanent teams i.e. teams in which players and coaches work together on a day-to-day, week-to-week basis over one or more playing seasons.

Hypotheses
Hypothesis 1: NRT shared team experience of both players and coaches have a significant positive effect on NRT performance.
Hypothesis 2: DCT shared team experience of both players and coaches have a significant positive effect on NRT performance.

Data and Methods
We apply regression analysis to a panel dataset comprising annual data for 64 NRTs in professional soccer, 2010-2017. NRT performance is measured by end-of-year FIFA World Rankings. We develop a series of fixed-effects models with shared team experience of players and coaches at both DCTs and NRTs as explanatory variables. We control for general experience (age) and dynamic effects (lagged NRT performance). We also include interaction terms to allow for moderation effects.

Results and Discussion
We find that (i) NRT shared team experience of both players and coaches have a significant impact on NRT performance (Hypothesis 1); and (ii) DCT shared team experience of players has a significant impact on NRT performance (Hypothesis 2). There are two key implications of this study. First, shared team experience has an impact on the performance of temporary teams, not just semi-permanent teams. Second, when individuals are
simultaneously involved in more than one team, the performance effects of shared team experience no longer constitute a purely team-specific asset/capability but are transferable between teams. Overall our study reinforces the importance of human resource orchestration as a source of competitive advantage.
Leadership in Culturally Heterogeneous Team Contexts

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Finance/Economics - Economics (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Leadership I
Abstract 2020-047

The globalization of professional sports leagues has highlighted an important challenge facing the leaders of these leagues: managing for cultural diversity. Prior research suggests that leaders’ ability to successfully manage employees in culturally diverse contexts is critical to organizational success. Recent work has highlighted the role of cultural differences, international experience, and assortative matching between managers and their supervisors on team performance (Kahane, Longley, & Simmons, 2013; Peeters, Mills, Pennings, & Sung, 2019; Szymanski, Fitzsimmons, & Danis, 2019; Peeters, Salaga, & Juravich, 2018).

Thus, leadership qualities are likely to play an important role in the productivity and performance of employees and teams (Lonati, 2019). More specifically, Szymanski et al. (2019) found that managers with multicultural backgrounds had more success when coaching national soccer teams. Similarly, Peeters et al. (2019) found that while cultural differences between managers and players can inhibit team performance, international coaching experience mitigated negative effects of cultural differences. While researchers have investigated the effects of top individual managers, shared global leadership and coordination of managerial teams has not been as well-explored, despite its likely heightened importance in the face of team heterogeneity (Peace & Conger, 2003). Indeed, as teams become more diverse, it is unlikely that a solitary manager will provide the entirety of the necessary leadership required to advance performance. Therefore, we seek to extend the literature on managerial efficiency and cultural heterogeneity to the construction of managerial teams.

We place our inquiry in the context of English football, and assess the effects of diversity in makeup of managerial teams (coaches and assistant coaches) in the English Premier League, which employs athletes from 64 different nations. To test the role of managerial makeup on team performance, we employ frontier analysis to estimate the performance frontier – measured with an Elo score (Peeters et al., 2019) – given the estimated level of talent from Transfmarkt (Peeters, 2018), and use the remaining error term as variance to be explained by leadership qualities (Barros & Leach, 2005, 2007; Garcia-Sanchez, 2007; Peeters et al., 2019, 2018; Tiedmann, Francksen, & Latacz-Lohmann, 2011). We identify performance effects of changes to heterogeneity in managerial teams, conditional on player cultural heterogeneity. We measure cultural heterogeneity through an average cultural distance score using the nationality of each of the managerial team members and players, adapted from Hofstede (2001). The use of managerial-team-level heterogeneity, rather than individual managers, marks an advance from prior literature investigating the role of only the solitary manager of a team.

Our study has important implications for sport managers in the shifting global marketplace. With the nature of work fundamentally changing, effective global leadership development programs must be developed and offered to serve cross-cultural leaders and teams. Recognizing leadership is more malleable than cultural values and leadership styles differ in effectiveness across countries and cultures (Hanges, Aiken, Park, & Su, 2016), global leaders have to be able to share a vision, lead a functioning team in a globalized society with ever-changing technological and competitive advancements.
A “bullpen day”, or “bullpenning”, is a newly employed technique in Major League Baseball that consists of utilizing several pitchers in short stints, as opposed to the traditional method that uses a starting pitcher from the beginning of a game. Similar to Moneyball, which is a term used to describe how a baseball team improves performance by using specific statistics to guide their decision-making (Lewis, 2004), bullpenning may have the potential to alter the currently accepted baseball system. The Tampa Bay Rays utilized this approach sporadically during the 2018 and 2019 regular seasons, which resulted in an overall record of 90-72 and 96-66 respectively. As the Tampa Bay Rays have experienced winning seasons and bullpenning has been occasionally used by several teams (e.g., Brewers, Dodgers, and Red Sox), further investigation of the use of this strategy is needed to determine the impact of bullpenning on team success. While previous scholars looked at various determinants of the production function in baseball (Chen & Johnson, 2010; Scully, 1974), the effect of bullpenning has never been empirically tested. Thus, the purpose of this study sought to estimate the effect of bullpenning on match outcome (i.e., win/loss) as well as opponent’s batting performance (i.e., batting average (BA), on-base percentage (OBP), and slugging percentage (SLG)).

The dataset included a total of 162 observations of Tampa Bay Rays’ 2018 regular season. A set of independent variables included not only the use of bullpenning, but also a vector of Tampa Bay Rays’ and opponent’s pitching and batting statistics. With these variables, logistics regression and beta regression were separately estimated to analyze the effect of bullpenning on match outcome and opponents’ batting performance. The result from logistics regression showed that the bullpenning strategy was not the key determinant in explaining game outcome (after controlling for other variables) but overall the Rays’ pitching and batting performance were statistically significant. Beta regression also showed that opponents’ batting statistics were not significantly affected by Rays’ bullpenning.

The findings of this study indicated that there was no significant effect of bullpenning on match outcome and opponent’s batting performance. Despite its inconclusive effect, Rays’ innovation was copied by the Oakland Athletics in American League wild-card game against Yankees, is currently ongoing in 2019 postseason, and expected to continue next season. In addition, the bullpenning strategy is not limited to the U.S. baseball market, it has become a new trend in Japanese and Korean professional baseball leagues, which are the second and third largest revenue-generating baseball markets in the world after MLB (Jang & Lee, 2016). As bullpenning is an emerging trend in the baseball world, MLB will initiate a new pitching rule in 2020 that every pitcher needs to face a minimum of three batters (Perry, 2019). Therefore, there is still room to investigate the degree to which bullpenning affects the course of the game. Results from this study have implications for baseball general managers and coaches who are considering the replication of the 2018-2019 Tampa Bay Rays and their bullpenning strategy.
Peculiarities That Position Sport Management

Brian Mills, University of Texas

Finance/Economics - Other (Other) 20-minute oral presentation (including questions) virtual asynchronous
Abstract 2020-049 Session: Economics II

As Sport Management (SM) evolves, scholars have continued searching for distinctive characteristics under which to operate. The apparent need for legitimization has been a consistent topic of discussion (Chelladurai, 1992; Chalip, 1995; Frisby, 2005; Amis & Silk, 2005; Chalip, 2006; Newman, 2014; Heere, 2018). Much of it relates to academic survival; that we must build an underpinning knowledge base to legitimize our existence. Despite this inquiry, a strong legitimization for the field has, until recently, been ignored: its competitive (cooperative) economic structure. This point was originally highlighted by Neale (1964), though its adoption in SM need not focus upon strategic management, as suggested in recent work recognizing its importance (Shilbury, 2012; Agha & Dixon, 2019).

Indeed, serving industry strategy alone may obscure the need for critiques of sport institutions and their respective treatment by policymakers (Chalip, 1995). Weese (1995) first details pitfalls in doing so, and other scholars have followed suit. For example, Amis and Silk (2005) discuss the importance of critique, rather than stakeholder service, in legitimizing SM as a field in the social sciences. These concerns are strongly echoed by Singer (2005), Frisby (2005), and Newman (2014). Nevertheless, ensuring disciplinary survival drives a need to serve industry stakeholders alongside the rest of society (Bowers, Green, & Seifried, 2014).

An economic framework can reconcile these interests, as the market structure of sport provides an opportunity to unite the field’s many disciplinary approaches (Rascher, Maxcy, & Schwarz, 2019). Despite claims in the SM literature (Newman, 2014), a careful reading of the Sports Economics literature reveals sharp criticisms of the unnecessary market power that sports organizations use to exploit consumers, labor, and the public sector. Using foundations from industrial organization clarifies the central role that economic structures have in driving inequalities, discrimination, and professionalization.

Centering SM upon the economic organization of sports is also inclusive, particularly important for departments with necessarily diverse faculty interests. Studying market structures necessitates the use of law and history, while using both quantitative and qualitative approaches to evaluate the development of institutional boundaries and cultural norms stemming from economic status (Washington, 2004; Washington & Ventresca, 2004; Washington & Zajac, 2005; Washington & Ventresca, 2008; Wegner, Jordan, Funk, & Clark, 2016; Nite & Nauright, 2019). Even marketing research on fan attachment can help reveal how these organizations expand and exert their market power (Mills & Winfree, 2016).

This presentation will outline the centrality of market structures in positioning the SM discipline and in driving the institutional boundaries that guide most research in the field. I synthesize past work on competition and policy studies to center an approach to developing an impactful SM literature. Beginning with a description of industrial organizational lessons for SM research, I exhibit how this framework provides scholarly substance to the trajectory of the discipline. Although this approach is necessarily grounded in the economic structure of sport, I do not argue for a supremacy of economics research. Rather, I argue that framing work in this way allows for a legitimizied and epistemologically inclusive area of social science that does not sacrifice its managerial roots.
Resting Healthy Players and Tanking in the NBA

Hua Gong, University of South Carolina
Nicholas Watanabe (Advisor), University of South Carolina
Brian Soebbing (Advisor), University of Alberta
Matt Brown (Advisor), University of South Carolina

Finance/Economics - Economics (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Analytics
Abstract 2020-050

Recently there is a public debate and discussion within professional sport surrounding the phenomenon of tanking. Lenten et al. (2018) noted tanking occurs when teams deliberately lose games in an attempt to gain long-term competitive advantage. In North American professional sports leagues, the tanking discussion is often linked to the amateur draft system as it provides an incentive for teams to lose regular season games in order to increase the probability of selecting higher in the amateur draft where a top first-year player could have a dramatic impact on the on- and off-field performance of the team (Price et al., 2010; Soebbing & Mason, 2009).

The National Basketball Association (NBA), for example, adjusted the format of the amateur draft a number of times since the 1980’s partly in an attempt to reduce or eliminate the incentive for teams to tank (e.g., Soebbing & Mason, 2009). Prior research noted the incentive to tank corresponded to the financial gain related to the player selected at or near the top of the draft (Price et al., 2010). Looking at regular season game outcomes, it also found NBA teams responded to the incentive to tank in formats where the motivation to tank was present (e.g., Price et al., 2010; Soebbing & Humphreys, 2013; Taylor & Trogdon, 2002). While the evidence is clear that teams respond to incentives to tank, there is no empirical evidence looking at mechanisms or tactics through which teams tank.

The purpose of the proposed study looks at the tactic of resting healthy players, specifically whether teams eliminated from playoff contention are more likely to rest healthy players compared to non-eliminated teams. The sample period for the proposed research begins with the 2005-2006 season, the first year that records are available regarding healthy players not playing. It extends to the 2017-2018 season where the NBA adopted a policy that explicitly fines teams for resting multiple players under certain circumstances (Mahoney, 2017).

The unit of observation is a team-game-season with the dependent variable being a count of the number of healthy players that did not play in the observed game in the observed season. The two independent variables are indicator variables equal to 1 if the observed team/its opponent is eliminated from playoff contention. Control variables include whether observed team/its opponent clinched a playoff berth, the winning percentage of both teams entering the observed game, and scheduling factors such as whether the observed team/its opponent is playing a game for a second consecutive night.

Preliminary estimates from a number of Poisson models find eliminated teams rested a higher number of healthy players. These findings extend earlier discussions by both McManus (2019) and Lenten et al. (2018) regarding understanding potential tactics through which teams tank. Furthermore, the research can assist professional leagues in adopting policies to specifically counteract tanking since changing formats has not achieved much of the desired results as evidenced by the number of format changes over a period of three decades.
Salary Discrimination among Superstars: An Evidence from Major League Soccer

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Finance/Economics - Economics (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Analytics
Abstract 2020-051

Within sports economics, most of the previous literature on salary determination focused on two different threads: discrimination by race/nationality (Arrow, 1973; Becker, 1971) and superstar effect (Adler, 1985; McDonald, 1988; Rosen, 1981). However, little attention has been paid to the study that links discrimination and superstar effect. In specific, it is unclear whether there is salary discrimination among superstar players. Understanding the existence of salary discrimination among superstars in Major League Soccer (MLS) is especially imperative given that acquiring star players in one strategy for boosting attendance and improving the prosperity of the league (Bradbury, 2019). This is because international superstars may prefer to play in European Soccer Leagues with its prestige and higher financial rewards if MLS turns out to be a discriminatory league. Therefore, the purpose of this paper is to explore the degree to which superstars are discriminated against by origin of birth.

The reasons that MLS merits a study of salary discrimination among superstars are as follows. First, unlike soccer leagues in Europe where player salaries generally remain confidential and private, MLS salary data are readily available. Second, MLS praises itself as the most diverse league (as determined by player’s birthplace) among the five major sports leagues in the United States (Major League Soccer, 2018), providing a reasonable testing ground for examining the existence of discrimination. Third, unlike other professional sports in which the definition of “superstar” is somewhat arbitrary, MLS offers an objective measure of “superstar” due to the presence of “Designated Player (DP)” rule (Jewell, 2017). The provision of DP whose salary does not count against the salary cap is an exception in MLS.

The dataset included a total of 458 observations of players’ salaries in the 2018 MLS season. A set of independent variables included a vector of player performance measures (i.e., goals and assists), experience variables (i.e., career experience, games started and substituted, and minutes played), superstar status (i.e., DP), and individual characteristics (i.e., origin of birth, age, height, footedness, and position). Moreover, we differentiated regular player (RP) and DP due to the heterogeneity in performance and players’ characteristics between the two groups (Prockl & Frick, 2018). Using ordinary least squares regression, we found little evidence of salary discrimination among superstars, indicating DPs are neither favored nor discriminated against by origin of birth. However, this study found that the player’s origin of birth variable as well as position, experience, age, and footedness are statistically significant in explaining RPs salaries.

To our best knowledge, our paper is one of only two papers (the other being Prockl & Frick, 2018) that investigated the existence of salary discrimination among superstars. This study filled the gap in the literature on discrimination and superstar while uncovering no evidence of discrimination among superstars in MLS. The findings of this study could be beneficial for MLS to promote itself as the most diverse and non-discriminatory league to attract more talented (Rosen, 1981) and popular (Adler, 1985) international superstars.
Coaching is obviously an integral part of sport management. But what specifically is the function of a college coach? Obviously, coaches are involved in recruiting. There is a battle among elite intercollegiate basketball programs to draw the most accomplished basketball student-athletes to attend their respective schools. It is commonplace for basketball programs to spend significant sums of money to lure the most high-profile high school basketball players to their school. Ching (2019) noted that Kentucky spent $461,529 on men’s basketball recruiting in 2012-13, which accounted for 39% of the $1,182,992 in total men’s recruiting expenses it reported to the Department of Education that year.

There are clear incentives behind this spending. During the 2017 academic year, the NCAA men's basketball teams generated $1.1 billion (Berkowitz, 2018). Such revenue is not distributed evenly. On average, the top five programs generated $23 million for their schools (Wiggins, 2018). In addition, college basketball's top teams have earned their respective conferences millions of dollars from deep tournament runs. Specifically, the ten best recent performers generating a total of $46 million for their conferences, (Smith, 2019).

Certainly recruiting top athletes help teams achieve such success. Then again, the top coaches are also supposed to be able to alter the performance of their athletes. If that is the case, then one might be able to argue that wins we see generated by a team are not entirely about the quality of players a coach recruits. Specifically, some of what we observe is due to the ability of the coach to teach the players to be more productive.

To determine whether coaches are primarily recruiters or teachers we will build upon previous research examining the impact of coaches on performance in the NBA. Berri et al. (2009) found that NBA coaches generally did not have a significant impact on player performance relative to a generic coach. This led the authors to conclude “that most coaches in the NBA are more than the ‘principal clerks’ that Adam Smith claimed managers were more than 200 years ago” (p. 92).

Building on the model developed by Berri et al. (2009), a similar model will be constructed for the NCAA Men's Basketball data set. The model developed will answer the following question: What is the impact of men's college basketball coaches on the productivity of individual players? To answer this question, we will utilize the data on the performance of NCAA Division I men’s college basketball players from 2002-03 to 2018-19. This data set will allow us to estimate how coaches impact the productivity of individual players in men's college basketball.

This investigation into coaches’ productivity and their impact on player performance allows us to better understand what specifically coaches are doing. Are coaches simply selling young athletes on the qualities of their specific program? Or are coaches truly transforming the productivity of their recruits?

Sung Il Hong, Hong Kong Baptist University
Marshall Magnusen, Baylor University
Namkyeong Jang, Seoul National University

Finance/Economics - Economics (Professional Sport) virtual asynchronous
Poster
Abstract 2020-053 Session: Poster Session I

The objectives of this study were twofold. The first objective was to estimate the value of public goods (non-use value) generated as well as private goods (use value) by Korean professional baseball teams, the LG Twins and Doosan Bears franchised in Seoul of South Korea and sharing the Jamsil Baseball Stadium. The second objective was to investigate factors influencing the willingness to pay (WTP) for a new stadium construction for the LG Twins and Doosan Bears. Contingent Valuation Method (CVM) was utilized to achieve these objectives. This approach represents a widely used, nonmarket economic valuation method that includes survey questions so that study respondents can be questioned about how much they would be willing to pay for a public good or service explained in a hypothetical (yet practically relevant) situation (Mitchell & Carson, 1989).

Using this approach, the present study generated the CVM survey to estimate the value (non-use value) of public goods generated as well as private goods (use value) by Korean professional baseball teams. The present CVM survey contained questions about (1) respondents’ consumption of public (e.g., respondents’ WTP, consumption behaviors) and private goods (e.g., the number of games attended) generated by the LG Twins and Doosan Bears, (2) respondents’ reasons for their responses to the WTP questions, and (3) the personal information (e.g., gender, age, income, education) of respondents. Using online and face-to-face surveys, we collected a total of 884 usable surveys. The estimated nonuse value was 61 billion Korean won (KRW) (US$ 52 million). This value fell short of the construction cost (250 billion KRW) (US$ 214 million) recently estimated by the city of Seoul. The result indicates that the LG Twins and Doosan Bears did not generate enough public good value to provide justification for public expenditures. Additionally, the estimated use value was 184 billion KRW (US$ 158 million). Further, finally the total economic value generated by the two teams was 246 billion KRW (US$ 211 million). These findings indicated that the total economic value generated by the two teams can cover the current construction cost. This is surprising because the total economic value estimated from most of the previous CVM studies was still insufficient.

For the second objective, a Tobit regression was conducted, which accounts for the censoring of the WTP amounts at zero to investigate factors influencing the WTP for a new stadium construction for the LG Twins and Doosan Bears. Several factors were found to significantly increase total willingness to pay. Notably, PUBLICGOODS, which was measured by the consumption of the three public goods (read, talk, interest), had a positive impact on the WTP. LivingQuality, representing whether the teams helped improve Seoul residents’ living quality, and Harmony, measured by whether the teams helped improve relations among Seoul residents, significantly increased the WTP. The result from LivingYears measured by the number of years living in Seoul indicated that the longer residents live in Seoul, the more they are likely to pay the WTP. Meanwhile, socioeconomic variables (Education, Income, Age) did not influence the WTP.
The Relationship between the Different Dimensions of Competitive Balance: Evidence from European Soccer

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Morten Kringstad, NTNU Business School

Finance/Economics - Economics (Professional Sport)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Session: Economics II  
Abstract 2020-054

Introduction

Competitive balance is a fundamental concept in sports economics. But there is a disconnect between the theoretical and empirical literature which has important implications for league regulations. While it is accepted that competitive balance is a multi-dimensional concept with a proliferation of empirical measures, within the theoretical literature there tends to be an implicit assumption that these different empirical measures are highly correlated so that proposed changes in league regulations are expected to affect all of the dimensions of competitive balance in the same direction. Our research objective is to determine if it is reasonable to assume that the different dimensions of competitive balance tend to move together in the same direction.

Previous Research and Theoretical Development

We start by developing a taxonomy of empirical measures of competitive balance. We argue that there are two fundamental dimensions of competitive balance in the context of ex post league outcomes - win dispersion (i.e. the variation in performance between teams) and performance persistence (i.e. the extent to which teams replicate their performance across seasons). There are three broad types of win-dispersion measures: (i) variance measures (e.g. Quirk & Fort, 1992; Eckard, 1998); (ii) inequality measures (e.g. Schmidt & Berri, 2001, Depken, 1999; Horowitz, 1997); and (iii) non-normality measures (e.g. Quirk & Fort, 1992; Jang et al., 2019). There are two broad types of performance persistence: (i) league-outcome persistence which is the degree to which league outcomes of all teams in one season are replicated in the next season (e.g. Daly & Moore, 1981); and (ii) tail-outcome persistence which focuses on inequality in the share of championship titles, play-off qualifications and promotions/relegations (e.g. Quirk & Fort, 1992; Kringstad & Gerrard, 2007). A simple two-team model of league competitive balance is used to show that win dispersion and performance persistence are connected but the possibility of divergence exists due to the dynamic effects of different regulatory interventions.

Data and Methods

The empirical research on the dispersion-persistence relationship employs a dataset covering the 18 best-attended top-tier European domestic soccer leagues. Six empirical measures of competitive balance are calculated for the ten seasons, 2008 – 2017. Correlation analysis is applied to examine the relationships between different measures of competitive balance across the 18 leagues. Comparative results are also reported for the four North American major leagues.

Results and Discussion

There are two key empirical results. First, there is a high degree of correlation across leading European top-tier domestic soccer leagues between the 10-year averages for win dispersion and league-outcome persistence. Second, within individual leagues there are significant differences in the direction and strength of the dispersion-persistence relationship. In particular, using the RSD measure of win dispersion and the SRCC measure of performance persistence, the biggest three leagues (measured both by gate attendance and revenues) exhibit very different dispersion-persistence relationships: English Premier League - strongly negative, Spanish La Liga - strongly positive; German Bundesliga - no relationship. The next stage of the research is to investigate the differences in the regulatory regimes of these three leagues.
To Sign or Not to Sign: Quantifying the Financial Opportunity Costs of Major League Draftees

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Finance/Economics - Analytics (Professional Sport)
virtual asynchronous
20-minute oral presentation (including questions)
Session: Analytics

Abstract 2020-055

Introduction
Despite unfavorable odds of advancing through the minor league system (Witnauer, Rogers, & Onge, 2007) and average pay of just $7,500 a season (Berg, 2017), approximately 1,200 baseball players sign entry-level contracts to play professional baseball each year. The purpose of this study was to quantify the financial opportunity costs of signing a professional baseball contract so players, agents, and administrators can better understand the financial risks and rewards of baseball employment.

Literature Review
Players who sign contracts should weigh the financial benefits of professional baseball against what they are giving up in earning potential at other jobs. To weigh the opportunity costs of signing, players need information about their chances of advancing through the minors. Witnauer, Rodgers, and Onge (2007) found position players took an average of 5.6 seasons to reach the MLB and that they had an 11% chance of exiting at each level. Chandler and Stevens (2012) used random forest models and found “at bats” was the best predictor of promotion. Using an opportunity cost framework, Winfree and Molitor (2007) found high school players drafted at higher rounds should sign contracts, whereas lower round picks should attend college and sign later. We add to this research by using analytical models to estimate opportunity costs for drafted fielders and pitchers.

Method
Player variables and performance statistics from over 8,000 players drafted and signed between 2003 and 2011 were used to develop a series of C5.0 classification models that predicted (with an average out-of-sample accuracy of over 60%) the simultaneous probabilities of a player appearing in half-season ball, A or A+, AA, AAA, MLB, or being out of the league, in each of his first six seasons. These probabilities were then multiplied by the expected earnings at each level to produce estimates of how much money a player would earn during his first six seasons in professional baseball.

By varying players’ draft positions, whether they attended college or not, and key performance statistics (e.g., OBP and WHIP), we calculated the thresholds at which the estimated earnings of fielders and pitchers fell below the average earnings of 18-24 year old males working in the standard labor force.

Findings
Fielders drafted after the 89-90th picks will generally earn more if they pursue a career outside of baseball (although some players can make up the difference with signing bonuses). Pitchers with college degrees drafted after the 33rd will earn more if they pursue a career outside baseball. Players with higher performance can expect to earn more than non-baseball workers over a longer range of draft picks. Players drafted out of high school have different opportunity costs, and pitchers and fielders face substantially different financial decisions.

Players can use these models to estimate how much they need in signing bonuses or off-season work to replace income losses. For example, college graduates need around $122,000 to recoup losses whereas high school graduates need around $69,000 to recoup losses. We also use the opportunity cost models to discuss various cognitive, identity-based, and organizational implications.
Governance/Policy
“We’re Coming for You”: Challenging the Virtue Ethic of Amateurism. How the Passage of California Senate Bill 206 is Changing the Face of Intercollegiate Athletics.

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Eddie Walker II (Advisor), University of Minnesota Crookston

Governance/Policy - Governance (College Sport)  virtual asynchronous

10-minute lightning talk (including questions)  Session: Governance/Community

Abstract 2020-056

With the passage of California Senate Bill 206 in September 2019, student-athletes at California state colleges and universities will have the ability to receive compensation for their name, image, and likeness. This violates the NCAA's long-standing virtue ethic of amateurism because “it would erase the critical distinction between college and professional athletics” (NCAA, 2019a). This virtue of amateurism was also utilized within the Olympic Movement as an “invented tradition” allowing those in power the ability to use said virtue as a means of controlling the sport and those who would participate (Llewellen & Gleaves, 2016). While this was the dominant thinking for years, the Olympics began allowing professionals to participate with the addition of NBA players in 1992 (Real, 1996). Olympic athletes were able to negotiate endorsement deals and still be eligible to compete in the Games. The NCAA would allow athletes who were professionals in one sport to come back to college and play in another sport (provided they had eligibility). This was not the case when Olympic mogul skier, Jeremy Bloom tried to cash in on his endorsement deals as a skier to pay for his training and still play football at the University of Colorado. The NCAA denied his petition, making the case for re-evaluating amateurism so as to prevent discouraging other individual sport athletes from competing intercollegiately in another sport (Sharp, 2004).

The NCAA’s position that there must be this virtue of amateurism is becoming tenuous as they have continued to grow into a multi-billion dollar organization. While calling the NCAA a cartel may be excessive, there is little doubt that the NCAA is exploiting these student-athletes and even violating their right of publicity by forcing them to sign away their name, image, and likeness rights (Gerrie, 2018). After the passage of California Senate Bill 206, additional state and the federal governments have proposed similar forms of legislation, with Senator Mitt Romney stating to the NCAA “we’re coming for you”, the NCAA Board of Governors have begun examining the feasibility of coming up with enhancements to their bylaws and policies (NCAA, 2019b). This would be a seismic shift by the NCAA to a more utilitarian ethical approach of governance.

By allowing student-athletes the ability to negotiate their own publicity deals, this could alleviate the concerns of many student-athletes. The National College Players Association (NCPA), a non-profit advocacy group, seeks to address the concerns, primarily those relating to scholarship compensation and injuries related to intercollegiate sport participation. To quantify these concerns, some preliminary data to be presented will include NCAA member institution student-athlete perceptions of financial (i.e., scholarships) and medical issues related to their intercollegiate participation. It is expected that this data will lend credibility to the efforts of protecting student-athletes through some form of representation. This need to protect student-athletes through some form of representation (such as the NCPA) is a potential implication of this shift in NCAA governance. Future research can expand upon this framework by examining other possible collectively bargained concerns of student-athletes.
A Data-Driven Approach to NCAA Scholarships Distribution Limits

Kate Kantor,
Barbara Osborne, University of North Carolina
Erianne Weight, University of North Carolina

Governance/Policy - Other (College Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-057 Session: Analytics

Fair treatment of NCAA student-athletes has been a growing issue in the media and scholarship (McLeran, 2017; Sobocinski, 1996). Lawsuits claiming that NCAA rules limiting athletes’ scholarships violate anti-trust law have prompted the NCAA to extend their scholarship limits to include cost of attendance, and current litigation is asking for a free market for football, men’s basketball and women’s basketball players to negotiate their own deals without limitations (O’Bannon v. NCAA, 2015; Alston, v. NCAA, 2019).

In addition to these issues, the current NCAA scholarship limits have been criticized for the inequity in scholarship allocations between sports and for the “head count” and “equivalency” designations. Previous research from Kantor, Weight, and Osborne (2019) investigated the history of NCAA scholarships regulations, finding many decisions driven by football and men’s basketball and more modest adjustments for Title IX and cost containment. This scholarship model has remained stagnant for 20 years while college athletics has changed dramatically (Kantor et al., 2019).

Legislative evolution in the NCAA is replete with a whack-a-mole management approach wherein issues that pop up are quickly dismissed through rushed legislative proposals. As media pressure intensifies, these decision-making processes are increasingly susceptible to criticism. Scholars are able to provide insight and pressure to correct legislative mistakes of the past and pave a road for future policy. Given the random and flawed methodology of the current scholarships model (Kantor et al., 2019), this research sought to identify a data-driven, pragmatic, and equitable model to better serve all student-athletes.

We utilized a critical pragmatic examination of the NCAA scholarships limitations. An alternative to foundational theory, pragmatism has a shared critique of normative, reasonable philosophy with an emphasis on the practical, experiential consequences of a concept (Brake, 2007). The EADA Cutting tool provided data on participation opportunities, sports offered per school, participants per sport, and financial aid spent on men and women student-athletes, and the NCAA Division I Manual identified current NCAA scholarship limits and designations.

Three scholarship models were created to facilitate equitable division of scholarship allocations based on average roster size, NCAA travel squad size, and starting line-up for each sport. Within each model three variants were created to more fully address historic concerns and alternative lenses of fairness. These models were then vetted by a panel of experts including researchers (n = 8), collegiate athletics consultants (n =5), coaches (n = 25), administrators (n = 10), and retired athletes (n = 10) in order to create one recommended model. A brief overview of the historical foundation of NCAA scholarship limits based on NCAA archival data will be presented in addition to the foundational models and variants, and the recommended model which classifies all sports as equivalency while setting limits on the maximum percentage of student-athletes who receive full cost-of-attendance scholarships on each roster. This research provides a framework for future research and practice in the ever-evolving landscape of intercollegiate athletics.
Analyzing The Policy Impact of The Olympic Strategy on The Soccer Professionalization in China

Yiming Chen, University of Texas at Austin
Emily Sparvero, University of Texas at Austin

Governance/Policy - Policy (Elite Sport) virtual asynchronous
Poster
Abstract 2020-058 Session: Poster Session II

In 2015, The Mid-to Long-Term Development Plan of Chinese Football (2016-2050) was promulgated by the Chinese government. As the first national long-term development plan for soccer in China, it elevated the significance of developing soccer to an unprecedented level. Two years later, the Chinese Football Association established a series of broadly-questioned regulations on the U23 players in domestic professional leagues. Since its implementation of the imposed age limits, the policy has been under substantial criticisms for multiple claims including deteriorated quality of play and shrinking league brand value. More importantly, the regulations are deemed overshadowed by the “Olympic Strategy”, as U23 being the current age restriction at the Olympic Men’s soccer tournament.

Existing research in Chinese soccer has focused on various factors leading to the policy conflicts between soccer professionalization and the Olympic Strategy (Hu & Henry, 2017). Several studies highlight the nation's unique administrative model in general and especially, in the governance of soccer (Hong et al., 2005). One common finding is that the General Administration of Sport, which is the government department for sport, possessed tight control of the Chinese Football Association (Fan & Lu, 2013; Tan & Bairner, 2010; Liang, 2014). Some researchers have also recognized the tension between clubs and national sport administration over youth development and national team recruitment (Liang, 2013). Yet such policy conflicts at the elite development level, particularly since the reform and development plan in 2015, is insufficiently covered.

Although the role of state and the Olympic Strategy in the soccer professionalization in China has been explored under different theoretical frameworks, few study systematically examines how national-level elite development policies might contribute to the unsatisfying situations in professional soccer, notably the widely-criticized U23 regulations. Meanwhile literature in mega-events legacy studies demonstrates a bifurcated nature of elite development legacy, which entails not only the Olympic athletes but also the professional athletes (Green, 2004). Thus, the purpose of this paper is to understand how the elite sport policy documents that are closely associated with the Olympic Strategy frame the significance of developing Olympic athletes over others, in this case, professional soccer players.

A total of 23 salient policy documents by various organizations ranging from governing bodies to the party’s central committee were analyzed. Descriptive, process, and theming coding methods were conducted to develop themes regarding framing patterns (Saldana, 2013). The researcher identified three major patterns: performance, organization, and ideology-based, in which policymakers of the Chinese elite sport system frame the prioritization of developing Olympic athletes.

This analysis builds on the empirical knowledge of the imbalanced status of the current elite development of soccer in China, and in larger contexts, the unfulfilled aspects of the nation’s efforts to further soccer professionalization in recent years. Also, the findings provide new perspectives on evaluating the Olympic Strategy as a sport development legacy of the Olympic Games more comprehensively. To inform praxis, this study could serve as theoretical basis for policymakers on reconciling the policy conflicts between different elite development initiatives.
Developing a Conceptual Framework for Designing Long-Term Legacy Strategies: Using Canadian Sport Mega-Events as Case Studies

Kylie Wasser, Western University
Denise Kamyuka, Western University
Laura Misener (Advisor), Western University

Motivation and Research Objective

Canada recently hosted the 2010 Olympic and Paralympic Games as well as the 2015 Pan/Parapan American Games. This provides scholars an opportunity for a side-by-side comparison of the governance structures and policy instruments involved in the planning of sport mega-events (SMEs). In tune with the International Olympic Committee’s sustainability rhetoric and Canada’s Federal Policy for Hosting International Sport Events (Government of Canada, 2008), these Games accentuated legacy – the lasting impacts that remain after the event concludes – as the focus of their planning (Cashman, 2006). Both games utilized organizations that were external to their Organizing Committees (OCs), to help deliver legacy and/or leveraging strategies.

Prior sport management research provides insight into the governance structures of OCs and the conceptualization of their legacy planning regarding SMEs (Leopkey & Parent, 2016). However, less is known about what strategies and mechanisms are utilized in implementing these plans. There is also limited research determining the significant roles that collaborating organizations play. Treib et al. (2007) highlight this void by calling for further research that identifies “meaningful cross-linkages between institutional structures, actor constellations and resulting policy instruments” (p.15). To address this neglect, this project sought to understand how SME legacy objectives are pursued and delivered by collaborating organizations within a multi-layered policy structure. Using a comparative qualitative case study approach, this research examined the SME cases of the Vancouver and Toronto games and focused on exploring where the different responsibilities of legacy lie within strategic collaborations.

Theoretical Foundation

While the term legacy was heavily promulgated in the bidding literature, the strategies designed included not only legacy but also leveraging approaches. Chalip (2017) described legacy as event-centered, while leveraging is centered around a strategic goal and driven by an alliance. The alliances that emerged from the conceptualized legacy strategies are identified by organizational and public policy theories, and reflect hybrid public-private partnerships (Bradford, 2007; Svensson, 2017). Hybridization allows for the management and combining of different (at times, competing) logics and policies between collaborating parties (Battilana & Lee, 2014; Svensson, 2017). Thus, hybridization is appropriate for exploring how organizational forms are created and utilized in the face of dueling priorities within SME organizational environments.

Findings and Implications

Empirical evidence was generated from analyses of interviews, documents, and literature from the cases of under-analyzed games (particularly the PanAms). This evidence was used to build a conceptual model that provides recommendations and defines responsibilities at the intersections of overlapping policy sectors and legacy delivery organizations. During the Pre-Games and Games-Time period: an overlap between the OC and an External Leveraging Organization (ELO) is recommended to enhance access to legitimacy and resources; an overlap between ELO and Legacy Organization (LO) is recommended for embedding long-term outcomes; interactions between the OC and LO are recommended for augmenting legitimacy and access to policy; and lastly the intersection of all organizations is necessary for providing crucial overlap for sustainable legacies. During the Post-Games era: the organizations external to the OC are needed to perform legacy management that leverages off of the games.
Exploring Issues within Post-Sport Event Legacy Governance

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Governance/Policy - Governance (Olympic Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Tourism/Legacies
Abstract 2020-060

Sport event legacy broadly refers to “planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself” (Preuss, 2007, p. 211). Its sustainable delivery involves diverse stakeholders who have different interest in making legacy related decisions (Thomson et al., 2018). Thus, researchers have demonstrated the importance of strategic planning in the pre-event phase regarding the legacy governance system (i.e., the combination of controls and processes that drive the network towards consensus while satisfying stakeholders’ needs) (Leopkey & Parent, 2016). However, there has been limited attention given to the governance of legacy following the conclusion of the event (i.e., post-event phase) despite the potential organizational, political, and personnel challenges (e.g., dissolution of the event organizer) (Bell & Gallimore, 2015). Consequently, little is known about legacy issues in this phase, and how stakeholders interact within the post-event legacy governance system.

Therefore, the purpose of this study was to explore issues in post-sport event legacy governance. Specifically, issues associated with the three dimensions of governance: (1) polity (institutional structure of governance); (2) politics (relationships between actors); and (3) policy (policy instruments) (Treib, Bähr, & Falkner, 2007) were examined. Investigating these dimensions facilitated a broader understanding of governance in the post-event phase.

Additionally, an issues management perspective was employed to facilitate issue identification and categorization (Parent, 2008). This study aimed to address the following research questions: (1) What are the issues perceived by stakeholders regarding the polity, politics, and policy dimensions of post-sport event legacy governance?; (2) How are these issues interrelated to each other?; and (3) Are there perceived gaps among stakeholders regarding these issues?

A single-case study focusing on the 2018 PyeongChang Olympics was conducted (Yin, 2013). Following the hosting of the event, there continues to be debates among stakeholders regarding the event’s legacy. Thus, the Korean government established the PyeongChang 2018 Legacy Foundation to manage the Games’ legacies. Given the challenges and opportunities, the case provided a platform to examine post-event legacy governance in a recent edition of the Games. Archival materials and interview data (n=16) with key stakeholders were collected. Data analysis involved inductive and deductive content analysis (Miles, Huberman, and Saldana, 2014). Findings represent the identification of issues, issue-issue links for understanding relationships among issues, and issue-stakeholder links for exploring perceived gaps among stakeholders.

Ten post-event legacy governance issues emerged and were categorized based on the three dimensions of governance: polity (legal, accountability, Korean governance context), politics (funding, venues, conflicting values, coordination, participation), policy (pre-event planning, losing policy momentum). Issue-issue links suggested the identified issues are interrelated. For instance, the legal issue influenced accountability, funding, venues, and losing policy momentum. The Korean governance context (e.g., decentralized local driven sport event hosting) impacted legal, funding, accountability, and venues. Additionally, issue-stakeholder links indicated that issues were perceived differently by each stakeholder. This study highlights the issues in post-event legacy governance, multi-dimensionality of the governance and stakeholders’ gaps regarding the issues, and suggests implications for event stakeholders.
Passion - understood as a strong inclination toward certain activities - plays an important role in behavior across a wide variety of disciplines (Vallerand, 2015). The field of sport management is intrigued by the concept of passion (Smith & Stewart, 2010). In sport governance, existing research has not examined how passion influences sport boards. While passion shapes sport volunteers’ motivations to serve (Doherty, 2020), conflicts and irrational decisions caused by passion (Swanson & Kent, 2017) could also threaten board functioning (Jaskyte & Holland, 2014). What is unclear is how passion, in the context of a professionalizing sector, affects the way Chairs manage boardroom dynamics.

The role of sport board Chairs is challenging as they endeavor to manage and harness passion. It is therefore important to examine passion to understand how Chairs manage (potential) emotional difficulties and effectively lead the board. This study aims to explore how Chairs perceive and manage the dynamics associated with passion on sport boards. Two objectives guided this research: (1) to investigate Chair’s perceptions of how passion influences boardroom dynamics and (2) to examine the strategies used to manage passion.

Self-Determinant Theory (Deci & Ryan, 2000) and the dualistic model of passion (Vallerand et al., 2003) were used to structure an understanding of how emotions influence boardroom dynamics. Two types of passion - harmonious and obsessive - prevail depending on whether an activity is internalised in an autonomous or a controlled way (Vallerand et al., 2003).

This study used structured and semi-structured interviews from 15 Victorian National/State sport organizations. Chairs were interviewed on their perceptions of the existence of passion of board members and the challenges for board processes. Interviews lasted between 40 and 75 minutes and were recorded for transcription purposes. Additionally, document analysis (e.g., websites) was conducted for each organization, providing valuable insights to understand the narratives around Chairs’ background, passion and experience. Content analysis was performed employing an inductive and deductive approach using NVivo software. Coding included themes identified in the literature (Vallerand et al., 2013) as well as emerging themes such as passion types, leadership skills, harnessing tactics and passionate issues.

Different types of passion within boards were identified such as passion for sport, for the sport discipline, for sport governance and, for women in sport. Chairs reported using diverse tactics to harness passion within their board including shared leadership, a governance gatekeeper role, committees, ‘why we are here reminders’ both visual and spoken and individual people management. This presentation will elaborate further on the results and highlight the key contributions of the study. First, it provides insights on how passionate board are harnessed by Chairs to ensure effective meetings and avoid inhibiting board processes. It therefore develops further an understanding of the role of the Chair, which remains largely under-examined in sport governance (Zeimers & Shilbury, 2020). Second, by building on the dualistic model of passion within the sport governance context, this research provides qualitative insights to passion beyond the quantitative scales commonly developed (Vallerand et al., 2013).
Intergovernmental Collaboration Among Fragmented Bureaucracies: Policy Networks in Sport-based Industry Convergence in China

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Governance/Policy - Governance (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Strategic Management/Governance

Abstract 2020-062

Research Question: Since 2008 Beijing Olympic Games, China has put great efforts on sport industry development, and promoting sport-based industry convergence is an important policy approach. However, inherited from the planned economy, bureaucracies in China typically are belong to different portfolios and headed by different government chiefs within the administrative machinery, this kind of fragmented authoritarianism makes policy coordination even more difficult. This paper illustrates how the fragmented bureaucracies in China collaborate with each other to promote sport development through industry convergence.

Theoretical background: This paper mainly refers to the intergovernmental relations(IGR) theory, which is discussed a lot in the public administration and political science. As in the sport development, inter-organizational relations are much more discussed than the IGR, although still at the beginning, mainly about the interactions and collaborations among the stakeholders (government, non-profit, and commercial) analyzes inter-organizational interdependencies management in sport, and the role of government hasn't been fully discussed. Therefore, this paper applies the IGR theory to address the intergovernmental collaboration among fragmented bureaucracies in sport governance.

Methodology and data: Co-authorship analysis of the joint policies is applied. Concerning the industry convergence between sport and tourism, culture, healthcare and the pension industry, 69 policies, with the policy-makers as the China’s national ministries such as General Administration of Sport (GAS), the National Administration of Tourism(GAT), the Ministry of Education(ME), the Ministry of Culture(MC), the Ministry of Finance(MF), the National Development and Reform Commission(NDRC), and etc., issued during 2001-2018, are collected from their official websites. A comprehensive analysis of the four policy fields and their policy network structures are studied.

Findings and discussion: Collaboration among the fragmented ministries in China has rapidly increased, showing in the policy networks from 2001 to 2018. (1) Networks vary among four policy arenas. The collaboration among ministries in promoting the convergence between sport and tourism are the best with the deepest involvement of administrative ministries such as GAS and GAT and the supportive ministries such as MF and NDRC, and that in pension industry is the worst, showing by the network density. (2) Imposed authority and territorial contests have different effect in the dynamics of the network. The extent to which other ministries will collaborate with GAS, the national sport administration, are positively related with the attentions from the central committee of Communist Party of China (CPC) and the State Council, showing an authority-oriented collaboration more than an industry-development-oriented. Moreover, where there is an inclusive interest among the ministries, there will be a more intensified collaboration.

Contribution and implication: This paper may contribute to existing research on inter-organizational relations in sport by analyzing the intergovernmental relations among the fragmented ministries inside the central government in China, opening the “black box” of policy-making in sport industry in a transitional country under the state-funded and state-organized sport administration system, illuminating that the country’s party-state system is not a monolithic top-down machine, despite it authoritarian nature. Managerial suggestions will also be provided to better promote the sport industry development and governance.
International Cricket Council: Managing the Racism

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Governance/Policy - Other (Professional Sport) virtual asynchronous
Poster
Abstract 2020-063 Session: Poster Session III

Relevance. Cricket is the second most popular sport in the world (Jhanwar, 2018; Willingham, 2019) and is governed by the International Cricket Council (ICC). Despite cricket's origination in England, it remains one of the most celebrated sporting activities in South Asia (i.e., India, Pakistan, Sri Lanka, and Bangladesh), Caribbean (i.e., West Indies), Oceania (New Zealand and Australia), and Africa (South Africa, Kenya, and Zimbabwe). The unique cricket-related interaction between the East and West has led to numerous accusations against the ICC being racially biased towards non-white countries (Philpott, 2018). However, there remains a paucity of sport management scholarship about how the ICC has been able to tackle countless accusations and being able to remain as a sole international cricket governing body.

Literature Review. Historically, the British Empire used cricket as a means to gain soft power in its former colonies (Hill & Beadle, 2014). Furthermore, some scholars highlighted that cricket was used as a tool for white supremacy (Philpott, 2018). While according to Majumdar (2007), the colonized countries have used cricket as a platform to challenge colonial supremacy. This inherent competition in cricket between the former colonial masters and the colonized has led to numerous allegations against the ICC, which was founded in 1909 by England, Australia, and South Africa. However, the ICC has made many anti-racist decisions, like banning South Africa from international cricket in the 1970s because of its government’s policy of apartheid (Timcke, 2013). Therefore, exploring how historically broader belief systems have shaped the ICC policies and responses to racial allegations has numerous theoretical and managerial takeaways for sport management scholars.

Purpose. Hence, the purpose of this ongoing study is to explore how the ICC has been able to tackle inherent racism lying in the ethos of cricket (Greenfield & Osborn, 1997) and remain as a sole governing body for more than a hundred years through the institutional theory lens (Dacin, Goodstein, & Scott, 2002; Zucker, 1987).

Methodology. We are using a historical single case study methodology to understand the phenomenon (Suddaby & Greenwood, 2009; Ventresca & Mohr, 2002). Data are collected from multiple sources (e.g., ICC website, ICC press releases, newspaper articles, historical archives, and media interviews of the ICC officials). Further, data will be analyzed via Langley’s (1999) multiple data point analysis approach using abductive reasoning (Timmermans & Tavory, 2012). We sought to understand 25 critical events of racial allegations faced by the ICC (i.e., per the media coverage) and the ICC response to those events in the last 110 years.

Contribution. This ongoing case study provides scholars with an understanding of how external forces can clash with the organization’s ethos through the institutional theory lens (Dacin et al., 2002), which affects sport organization’s policymaking and governance. In addition, this study contributes to the post-colonization discourse regarding sports. Lastly, this study provides a scholarship about a prominent sporting organization, which has mostly been overlooked by sport management scholars.
National Reform of Chinese Football - A Case Study of Policy Implementation

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Governance/Policy - Governance (Professional Sport)                    virtual asynchronous
Poster
Abstract 2020-064                                             Session: Poster Session II

In October 2014, the State Council of China issued The Opinions on Accelerating the Development of Sports Industry and Promoting Sports Consumption. Known as “Document 46” in China, it has been seen as a milestone strategic policy of the sport industry. As the most popular sport in the country, this strategic policy has led to a series of fundamental reforms of the national football.

This research studies about the reform of national football in China. In particular, how the Chinese Football Association (the CFA) implement the national policies as the national governing body of Chinese football. The aim of this research is to identify the key influential factors of the policy implementation process, hence to understand how strategic policies from the state level were perceived by the CFA, and how the policies were implemented to the club level by the CFA’s governance practice.

As the literature review suggests, this research will exam the policy implementation process through the lens of the Multiple Streams Framework introduced by Kingdon in 1984. Based on this theoretical framework, sport-related national policies issued since the release of “Document 46” will be critically reviewed to identify the problem stream, policy stream and political stream. Kingdon argues that when the three streams crossing at a certain point of time, a “policy window” opens for a policy change to occur. However, many literatures have proposed that the political stream could be a greater influential component when apply the MSF on Chinese content, which will be testified in this study.

Although the framework has been proved applicable on different policy stages in different political systems across the globe. Yet the application on policy implementation stage is rare. To my knowledge, this is the first research project to apply Kingdon’s MSF on analyzing the policy implementation in the Chinese context. Therefore, the theoretical contribution of this research is to find out the feasibility of applying the MSF on policy implementation stage to a non-western social political system like China. The expected outcome of this research is to identify and summarizing new influential components of the three streams argued by Kingdon, which is expected to explain the policy implementation process in China with a scientific perception. As the key factors will be theoretically expanding the current framework, the result of this research will fulfil the research gap and broaden the understanding of the research topic. Hence to provide a guidance and theoretical foundation for both professionals and academics to study about China-related policy issues from a more scientific perspective, as well as to advance the policy efficiency.
Processing Input Factors for Jamaica’s Athletics Successes at the Olympics

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Governance/Policy - Policy (Elite Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sport Law/Policy
Abstract 2020-065

This study explored the development of elite sport through national sport policy within a developing country, Jamaica. The Sport Policy factors Leading to International Sporting Success (SPLISS) conceptual framework (De Bosscher et al., 2006, 2015) provides guidance in understanding the contribution of meso-level factors from a logical approach of inputs-throughputs-outputs leading to the achievement of national outcomes. Research applying this framework has been criticized for its inability to provide understanding for the ‘black box’ of the throughput process in contributing to sporting success (Dowling et al., 2018; Henry & Ko, 2015). Furthermore, the literature identifies the importance of environmental factors (e.g., De Bosscher et al., 2015; Houlihan & Green, 2008), however, there are limited empirical evidence regarding the contribution of combining micro-, macro-, and meso-level factors for the development of elite sport leading to actual success at international sporting events.

Research Design and Data Analysis

This study used a qualitative approach. First, a comprehensive analysis of archival records, including national development plans for over 70 years, annual reports, legislative acts, ministry papers, and policy documents contributed to establishing an historical context and a description for the case (Yin, 2018). The case description allowed for the identification of contextual factors, such as, cultural, social, political, and economical components of the national sport system. These documents provided context and assisted the purposive sampling method used in an interview process (n=31). An interview protocol provided structure, and all interviews recorded and transcribed. The qualitative software, NVivo 11 assisted with the management of the data. The data analyzed deductively, was guided by the nine pillars suggested by SPLISS, and additional themes identified inductively for environmental factors. A theoretical and rival proposition facilitated the creation of logic models, which allowed for the analysis of a multifaceted series of events (Yin, 2018).

Results and Discussion

Jamaica first achieved Olympic success in 1948, 14 years before independence, and 46 years before its first national sport policy in 1994. The findings identified several environmental factors, such as, tradition, culture and passion, the system of training and development, the impact of role models and private actors, a link to educational institutions, and the high school sport system. For example, the financial input from private actors can influence talent identification and development, athlete support, and facilitate national and international competitions, which are key pillars in the acquisition, nurturing and development of elite athletes, especially in individual competitions. These environmental factors indicated that a successful informal but working network for the development of elite sport was in place prior to formal sport policy. This study identified country-specific and sport-specific factors at the micro-, macro-, and meso-level that combines both environmental input and government intervention that led to the achievement of national outputs and outcomes. The findings are consistent with the literature regarding the importance in understanding the historical context in the development of a nation’s elite sport system; therefore, international sporting success can occur outside of the influence of government at the meso-level.
The Kitchen Table Archetype is Dead… At least in Canadian National Sport Organizations

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Governance/Policy - Governance (Amateur Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: NSO Archetypes
Abstract 2020-066

Problem and Purpose
Organizational theorists have previously used archetypes to understand, compare and contrast organizations on what would now be considered governance principles (e.g. performance), an approach used by Kikulis, Slack and Hinings (1992) on Canadian national sport organization (NSO) archetypes. Since then, there have been multiple environmental changes, including technological and legal changes. Although there has been a shift away from archetypes towards governance principle indicators, measurement and consistency issues remain (Parent & Hoye, 2018). Therefore, we integrated governance principles into an archetype analysis of NSOs to determine 1) what archetypes exist today; and 2) the implications of these archetypes for researchers and practitioners.

Literature Review
We draw on the seminal work of Kikulis et al. (1992, 1995), which highlighted three main archetypes for Canadian NSOs: the kitchen table, boardroom and executive office. These were determined based on criteria of effectiveness, domain, orientation, complexity, and principles of organizing. We also drew on the recent slate of governance research and indicators, namely performance, accountability, transparency, participation, board composition, and capacity (e.g., Chappelet & Mrkonjic 2019; Dowling, Leopkey & Smith, 2018; Ferkins & Shilbury, 2015; Geeraert, Alm & Groll, 2014).

Methodology
We undertook a landscape survey of all Sport Canada-funded NSOs and obtained a 55% response rate. NSO budgets ranged from $140,000 to $24 million CAD; NSO full-time equivalent (FTE) staff ranged from none to 58, and boards ranged from four to 15 members.

Cluster analyses were performed for groups of two to six clusters for each variable (capacity, values, complexity, board composition, funding source, performance, internal and external accountability, transparency, and stakeholder participation).

Results
Depending on the individual variables, groups of three, four or five clusters provided the best fit. The capacity-based clusters revealed (unsurprisingly) small to extra-large capacity NSOs, and the internal accountability clusters did not provide significant differentiation. We found the values (sport participation/growth and high performance) used by Kikulis et al. (1992) no longer differentiated NSOs; however, good governance, stakeholder engagement and diversity values did. The clusters based on the Kikulis et al. variables resulted in the disappearance of the kitchen table archetype. Combining all variables (excluding internal accountability) resulted in four clusters: boardroom, CEO-centric, professional, and mature governance. The cluster characteristics will be detailed during the presentation.

Discussion & Contributions
Our findings highlight that 1) in Canada, the kitchen table is dead; 2) the new small NSOs are the boardroom and CEO-centric NSOs; 3) even small NSOs can work on good governance principles; and 4) using an archetype approach can help us examine governance evolution and changes over time (e.g., it appears that there may be two
potential governance archetype pathways). Our approach allows researchers to evaluate organizations based on their ideal-type and compare and contrast organizations more holistically.
The Power of the NCAA Governance Structure: How the NCAA Governance Structure Impedes on Student-Athletes Rights

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Governance/Policy - Governance (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Student Athletes/Policy
Abstract 2020-067

With California passing the Pay to Play Act (PPA), mandating student-athletes the right to receive financial compensation for their name, image, and likeness (NIL), many have proclaimed the era of the NCAA’s power over student-athletes to be in decline (Hollis, 2019). However, the PPA is far from a silver bullet solution to the ills of collegiate athletics. This presentation will discuss how the NCAA governance structure positions student-athletes in small, segmented clusters diminishing their influence on organizational decision making. This conceptual piece will outline how diminishing student-athlete engagement in governance, and policy decisions have empowered organizational actors, including NCAA organizational leaders, member institution leaders, coaches, and other athletic personnel, to impede and limit student-athletes’ rights. A historical overview of the NCAA’s governance structure from the 1940s to the present will demonstrate how student-athletes have lacked organizational power leading to their rights being infringed upon.

The current iteration of the NCAA governance structure is a divisionalized organizational type which suppresses student-athlete power in the decision making process (Mintzberg, 1979). Organizational power here refers to, one’s (or group’s) ability to do something they would not have otherwise done (Weber, 1947). Within collegiate athletics, the NCAA once had a monopoly on decision making power, however more recently, member institutions and conferences have been able to increase their power within the NCAA governance structure (Shannon, 2017). Unfortunately, student-athletes have continued to lack power despite their nonsubstitutability (Hickson, et al., 1971). Specifically, this has been due to the divisionalized organizational design of the NCAA, consolidating decision making power among NCAA executives.

Within Mintzberg’s divisionalized organizational structure typology, the strategic apex oversees multiple organizations with their own organizational structure. Collegiate athletics fits this typology well given the NCAA’s ability to exert power over member institutions such as, the NCAA’s ability to enforce bylaws via sanctions. Most recently, the NCAA fined and sanctioned Mississippi State University because the athletic support program engaged in academic misconduct. However, member institutions possess the greatest organizational power. Member institutions have been able to leverage their control of resources, ability to cope with uncertainty, centralize communications, and become nonsubstitutable to ensure they control policy development and selection within collegiate athletics (Weaver, 2015). This has resulted in the Power 5 conferences creating an autonomous legislative group within the NCAA governance structure (Shannon, 2017). What has not changed is the position and portion of power student-athletes possess, and as a result student-athletes are segmented as a group and have little influence on decision making.

By consolidating decision making and suppressing student-athlete engagement in governance the NCAA structure empowers organizational actors at multiple levels to impinge and limit the rights of student-athletes. This includes (but is not limited to) generating billions of dollars while providing less than minimum wage (Huma & Staurowsy, 2012), academic eligibility practices (rather than academic growth; Ridpath, 2008), and dismissing and encouraging physical (Eichner, 2019), sexual (Mountjoy, 2019), and emotional (Stirling & Kerr, 2009) violence against student-athletes.
The World Anti-Doping Agency’s (Re)-Commitment to Anti-Doping Education: A Major Development or Just Another Exercise in Compliance?

Jules Woolf, University of Illinois at Urbana-Champaign

Governance/Policy - Policy (Olympic Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-068 Session: Sport Law/Policy

This past November 2019, at the World Conference on Doping in Sport, the World Anti-Doping Agency (WADA) will have submitted for approval the latest edition of the World Anti-Doping Code (hereafter – the Code). The Code is a document that harmonized anti-doping rules globally and aligns efforts to prevent doping in sport. Article 18 of the 2021 Code (2019), similar to previous editions, will focus on education and will mandate that International Sport Federations and National Anti-Doping Agencies deliver anti-doping education to athletes and athlete support personnel. In addition, WADA will introduce, for the first time, an International Standard for Education. WADA publishes several International Standards and these are technical documents that Code signatories are required to adhere to for Code compliance. These documents provide specific information on topics such as details of substances and methods on the prohibited list, and the process to grant a therapeutic exemption for the use of medications that otherwise would be prohibited. These developments also come on the heels of the official launch in January 2018 of “ADeL”, WADA’s online platform that consolidates all of its e-learning resources into one place and in August 2019, the creation of a Director of Education position, to lead WADA’s education strategy. These efforts are summarized in WADA’s (2018, p. 56) most recent annual report that “No longer is education a worthy but optional extra. Increasingly, it is an essential and central pillar of the global anti-doping program.”

These actions represent a renewed emphasis on the role of education in doping prevention. However, WADA and educational efforts generally have been heavily criticized in the past for the limited resources devoted to educational initiatives (Backhouse, 2015) and because educational efforts have been described as simplistic, lacking substance and mere exercises in compliance (Hoberman, 2013; Houlihan, 2008). Online platforms and the one-off nature of educational initiatives have also been challenged for their effectiveness (Hauw, 2017). Furthermore, while it may be intuitively appealing to promote education to prevent doping, the effectiveness of educational efforts has been questionable at best (Backhouse, McKenna, Robinson, & Atkins, 2007). Even well-known educational initiatives, such as Goldberg and colleagues’ (1996a, 1996b, 2000) Adolescents Training and Learning to Avoid Steroids (ATLAS) program, provide depressingly poor educational outcomes when viewed from a critical lens. All of this is made worse when one realizes that scholars have been advocating for improvements in anti-doping education for nearly 50 years (e.g., Cooper, 1972; Thomas, Knott, & Erickson, 1973).

Therefore, the purpose of this presentation is to discuss WADA’s education policy. Moreover, WADA’s approach will be examined from an educational perspective. While it may be commonsensical to assume that educational programs are designed using relevant theories, the reality is that this is often not the case. Instead, methods have been proposed that are not empirically supported to improve educational outcomes (Houlihan, 2008). Recommendations will be provided on the ways in which WADA and other anti-doping organizations could improve their education policy and design educational programs more likely to produce the desired educational outcomes.
Law
A Title IX Legal Analysis: Analyzing the Intercollegiate "Sport" Status of eSports

Derek Walton, The Ohio State University
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Marc Horger, The Ohio State University

Law - Other (College Sport) virtual asynchronous
Poster
Abstract 2020-069

Collegiate esports teams are becoming increasingly institutionalized as university officials see the potential to grow student interest, drive enrollment, and raise revenue through esports (Funk, Pizzo, & Baker, 2018; Jenny, Manning, Keiper, & Olrich, 2016; Keiper, Manning, Jenny, Olrich, & Croft, 2017; Schaeperkoetter, et al., 2017). In light of the growth of collegiate esports, there is not yet clarity as to whether esports constitute intercollegiate “sport” according to law and therefore should be subject to Title IX scrutiny. The current state of collegiate esports has created confusion around Title IX policy implications (i.e. scholarship, benefits, and opportunities) and leaves universities operating esports programs vulnerable to potential Title IX gender discrimination. Therefore, the purpose of this case study is to conduct a legal analysis of the intercollegiate “sport” status of three collegiate esports programs.

Previous literature and litigation has evaluated the intercollegiate “sport” status of activities through a variety of tests (Holden et al., 2017). The most prominent tests outlined in the literature include: cultural test (i.e., does the general public regard the activity as a sport?); institutional test (i.e., do governing bodies, sports organizations, or other respected gatekeepers consider the activity a sport?); legal code (i.e., is there relevant statutory law defining the activity as a sport?); and federal government guidance (i.e., has the government offered any policy guidance?). Aside from these tests, the legal system has attempted to define intercollegiate “sport” through precedent, particularly the Biediger v. Quinnipiac University (2009, 2010, 2013) case. Precedent has established deference to Title IX Policy Interpretations (20 U.S.C. § 1681–1688, 2013) and the 2008 Dear Colleague Letter (Monroe, 2008), which help institutions determine which intercollegiate athletic activities can be counted for the purpose of Title IX compliance.

Given the established precedent from Biediger v. Quinnipiac University (2009, 2010, 2013), a case study was conducted to analyze the intercollegiate “sport” status of collegiate esports. More specifically, the authors utilized case law, Title IX Policy Interpretations, and the 2008 Dear Colleague Letter to assess the collegiate esports programs at the University of Akron, Robert Morris University (Illinois), and the University of Utah. More specifically, the collegiate esports programs were evaluated based upon their governance, program structure and administration, and team preparation and competition to determine their intercollegiate “sport” status.

Results from this case study demonstrate that although collegiate esports programs are operating in a “grey” area, collegiate esports are beginning to fit the legal criterion of an intercollegiate “sport” according to federal law. If collegiate esports teams continue to be managed in a fashion consistent with traditional intercollegiate varsity teams, yet treated outside the scope of intercollegiate “sport”, these programs may continue to operate without respect to Title IX considerations (e.g., equal athletic financial assistance, equal treatment and benefits for athletic teams, and effectively accommodating student interests and abilities). For future practitioners implementing esports programs, the intercollegiate “status” of esports should be carefully considered because creating a pathway of opportunities and benefits for a male-dominant activity (Bauer-Wolf, 2019; Yee, 2018), is plausible grounds for a Title IX gender discrimination lawsuit.
An Examination and Analysis of Division I Football Game Contracts: Legal Implications of Game Cancellations Due to Extreme Weather Events

Jessica Murfree, University of Louisville
Anita Moorman, University of Louisville

Law - Contract (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sport Law/Policy
Abstract 2020-070

The impact of climate change on sporting events has been associated with several business and legal challenges including managing safety risks for athletes while competing in extreme heat (Taylor, 2019), ski resorts having enough snow to remain open (Burki, Elsasser, & Abegg, 2003), rising tides threatening ocean side resorts (Buckley, 2017), and reduced availability of irrigation water for golf courses (Peeples, 2019). One additional challenge receiving only nominal attention to date is the potential for disruption in the contractual obligations between colleges and universities due to game cancellations as a result of increasingly volatile weather. For example, in 2017 alone, almost 20 NCAA D-I college football games and several other collegiate athletic contests were canceled, postponed, relocated, or rescheduled due to hurricanes and other extreme weather events resulting in an estimated $10-15 million in economic losses (Chappell, 2017; Cangialosi et al., 2018; Wong, n.d.) and substantial disruption to travel schedules (Spain, 2017; Culpepper, 2017; Berkowitz, 2017; Kirk & Godfrey, 2017).

Event cancellation insurance policies can provide protection for lost revenues but these policies often contain exclusions due to inclement weather (Wong, n.d.). Thus, the risk of cancellation due to weather related events may be the type of risk the institutions should address at the time of negotiating game contracts through the strategic use of force majeure clauses. Force majeure provisions are common to game contracts, but the scope and legal effect of those provisions is not clear when a game is canceled or delayed due to inclement weather. Several game cancellations by cause of weather events are the basis of settled and pending litigation which raised unanswered questions regarding the effectiveness of the force majeure clause (McKewon, 2018; Kubena, 2018).

Typically, liability for breach of contract (i.e. non-performance) is absolute (Restatement [Second] of Contracts, ch. 11, 1981), however, a claim of force majeure can be used as an affirmative defense to excuse non-performance (1 Am. Jur. 2d Act of God § 3, 2005). Force majeure can excuse the parties from contractual obligations in the face of unusually severe, unexpected weather (Knoll & Bjorkklund, 2014). However, it may be more difficult to determine what is unusually severe, and what is unexpected in terms of extreme weather if not addressed at the time of contracting (Sniffen, 2007).

The purpose of this study was to examine the language of force majeure provisions in current game contracts to determine how they would apply to an extreme weather cancellation and predict the likely legal effectiveness of these clauses. We used a qualitative case study research design to investigate force majeure provisions contained in 25 football game contracts representing a diverse range of athletic conferences, institution sizes, and geographic locations. Next, we conducted interviews of athletic administrators responsible for negotiating game contracts to gain insights into whether the risks associated with game cancellations due to extreme weather during scheduling of games is addressed during negotiations. The legal requirements for force majeure enforcement will be presented together with complete results from the document analysis and interviews.
Relational Risk Management: Next Steps to Promote Athlete Safety

Michael Van Bussel, Brock University

Law - Other (Sport Clubs)
Poster
Abstract 2020-071

The abuse of athletes by coaches, and the lack of administrative action, has been highlighted in recent cases in the media and the courts (BC Skiing, South Korean Speed Skating, and USA Gymnastics). This study seeks to analyze the impact of Relational Risk Management (Van Bussel, 2010) on policy development, coaching and athlete communication, and administrative processes to address and reduce instances of harassment and abuse in sport.

Relational Risk is “a harmful action or destructive form of communication, from a coach to an athlete, which adversely affects the athlete’s self-perception and confidence. Examples of relational risk include aggressive and demeaning verbal and non-verbal communication, the threat of physical actions toward athletes, inappropriate sexual comments, contact, gestures and a lack of appropriate feedback” (Van Bussel, 2010, p. 2). Utilizing Kirby, Greaves, and Hankivsky’s (2000) athlete-centred care model, upon which Relational Risk Management is built, provided a means to promote a caring environment that encourages reciprocal communication between administrators, coaches and athletes. In addition, positive methods of communication, in a sport coaching context, are utilized to promote this reciprocal communication between all parties (Lyle, 2019).

Utilizing an athlete-centred care model as the focal point, this research looks to examine the implications of applying Relational Risk Management to policy and code of conduct development and seeks to understand if it can be employed as a framework to aid the communication process between athletes, coaches and administrators. This study contributes to sport management, as research regarding care-driven-athlete-centred influencers on policy and practice addresses gaps in the literature. In addition, positive communication, which focuses on the coach-athlete relationship, enhances the athlete’s sense of social connection, safety and may ultimately improve their performance (Jowett, 2005). Relational Risk Management include three elements that influence decision making and reflective practice for sport managers: Contextual Sensitivity, Responsiveness and Trust, and Consequences of Choice. These three elements form the basis of a new care-driven policy framework for sport organizations.

Applying ethnographic and interpretivist approaches the researcher examined the impact of Relational Risk Management on policy and practice in sport organizations. Utilizing an action research method and a sample of convenience, three sport organizations (local soccer clubs), who were reviewing and revising their policies, were introduced to Relational Risk Management and this process was examined as to its perceived effectiveness in practice. Action research allows theories to be applied and tested as to their utility and efficacy in the field (Carr, 2006). With the assistance of the Relational Risk Management process these organizations were able to modernize their codes of conduct, change their philosophy regarding athlete communication, and renew their coaching education programs. Data was collected utilizing document/policy analysis, interviews, and participant observations of athletes, coaches, and administrators from these three sport organizations.

Ultimately, Relational Risk Management provides sport management practitioners with a framework to build constructive relationships between athletes, coaches and administrators. While promoting a positive environment for athletes, Relational Risk Management also empowers all parties to participate in a process that reduces harassment and abuse in sport.
Semenya v. IAAF: Targeted Discrimination or Necessary for Fair Competition?

Barbara Osborne, University of North Carolina

Law - Other (International Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Gender Equity/Law
Abstract 2020-072

In June 2018, Caster Semenya, a South African 800 meter runner, filed a class action complaint with the Court of Arbitration for Sport (CAS) challenging the International Association Athletics Federations (IAAF) Eligibility Regulations for the Female Classification (Athletes with Differences of Sex Development). The CAS arbitration panel issued their decision on April 30, 2019, finding the IAAF DSD regulations discriminatory, but that the discrimination is a “necessary, reasonable and proportionate means of achieving the legitimate objective of ensuring fair competition for female athletes”. Semenya has filed an appeal with the Swiss Federal Tribunal that the CAS decision violates her human rights and is therefore a violation of l’ordre public -- the sum of all moral and cultural values that form public policy in society. The decision of the Swiss Court is expected between January and March of 2020. The purpose of this legal research is to examine the IAAF policy changes concerning athletes with differences of sex development (DSD) and whether the legal decisions are justified.

Caster Semenya became a global track and field phenomenon in August 2009 after winning the women’s 800 meters at the IAAF world championships. Immediately, Semenya’s sex was questioned based on her physical appearance and she was temporarily suspended and subjected to gender verification testing. In 2011, the IAAF announced new eligibility rules requiring women with levels of natural testosterone above 10 nmol/L to take testosterone-reducing drugs. These rules were challenged in 2015 by sprinter Dutee Chand of India, with CAS suspending the rules until scientific evidence was provided. The IAAF then evaluated existing research and established new rules in 2018 which required women with a recognized DSD and circulating testosterone blood levels of 5 nmol/L or more competing in track events from 400m to the mile to take hormone suppressing drugs to lower blood testosterone levels below the 5 nmol/L threshold for at least 6 months to be eligible for competition in the restricted events.

The IAAF DSD rules appear to specifically target Semenya for differential treatment, as she competes internationally in events from 400m to 1500m. The scientific evidence does not fully support the IAAF’s claims that testosterone levels above 5 nmol/L provide a competitive advantage in the restricted events as experts debated for four days in the CAS hearings without resolution; therefore the IAAF failed to provide scientific evidence to justify the rule. The IAAF requirement that women take hormone-suppressing drugs to achieve arbitrary acceptable levels of blood testosterone is also contrary to medical ethics and standard doping rules, which generally prohibit doping.

The impending ruling by the Swiss Federal Tribunal will impact the future of DSD athletes in track and field. It also has the potential to impact society, as sport has historically been a conduit for social change. In this case, the decision will either promote acceptance of naturally occurring biological sex differences and making sport an inclusive space for women, or perpetuate sex stereotypes and facilitate fearmongering of DSD athletes eliminating opportunities for “real” women.

Tarlan Chahardovali, Florida State University
Justin Lovich, Coastal Carolina University

Law - Employment (Professional Sport)
20-minute oral presentation (including questions)
Abstract 2020-073

On July 7, 2019, the United States Women’s National Team (WNT) claimed their fourth FIFA Women’s World Cup championship. Prior to the World Cup, 28 WNT players filed a federal lawsuit against the United States Soccer Federation (USSF), asserting that despite the WNT’s successful record, the federation had engaged in institutional gender discrimination in violation of the Equal Pay Act (EPA) and Title VII of the Civil Rights Act (Title VII), (Morgan v. USSF, 2019). In their lawsuit, the players asked for equitable pay and treatment as well as damages including back pay (Graham, 2019).

The USSF is the national governing body for men’s and women’s soccer in the United States (36 U.S.C. § 220521, 2006). USSF’s bylaws state that its primary purpose is to “promote, govern, coordinate, and administer the growth and development of soccer… including national teams” (2019, p. 1). USSF’s mission is to promote excellence in soccer, including gender equality (Morgan v. USSF, 2019). Nevertheless, players on the WNT argue that USSF’s pay structure discriminates against women by paying them less for substantially equal work.

The EPA prohibits pay discrimination on the basis of sex for jobs that require substantially equal skill, effort, and responsibility (Forsberg v. Pacific Northwest Bell Tel., 1988). Title VII supplements the EPA by broadening the definition of discriminatory conduct to include hiring, firing, and other working conditions. USSF has broadly raised a market defense, claiming that market forces, rather than sex, dictate the distinctions in pay structure. For example, in the past, USSF has responded to allegations of discrimination by attributing the pay gap to, inter alia, greater aggregate revenue generated by MNT and a larger market for men’s soccer (Jessani, 2018). However, some scholars have challenged the appropriateness of the market defense in cases where the employer has contributed to the establishment of unequal market conditions (McCarthy, 1985; Porter & Vartanian, 2011; Rabin-Margalioth, 2010; Jessani, 2018). Indeed, the market defense argument sits in contradiction to the fundamental legislative intent of Title VII and EPA which is to correct a market that historically discriminated against women in terms of compensation and working conditions.

This study draws from the general body of legal and economic research on market force arguments, challenging the understanding of markets as neutral and external measures of value in discussions of pay equity. Linking these findings to the women’s soccer market, the authors employ a doctrinal legal analysis of judicial and legislative authority to evaluate the prospective arguments in Morgan v. USSF (2019). Specifically, the authors examine the validity of the market defense by investigating the extent to which the USSF may be actively contributing to the unequal conditions of the market it is using to justify the existing pay gap between the WNT and the MNT. This study adds to the growing body of research on inequality in sport labor markets and emphasizes the importance of institutional factors that courts should consider when evaluating the legitimacy of the market force defense in pay discrimination lawsuits.
Management
A Case Study of Collaborative Value Creation in a University Affiliated Community Sport Partnership Program

Haley Baxter, University of Waterloo
Katie Misener (Advisor), University of Waterloo

Management - Strategic Management (Community Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Partnerships
Abstract 2020-074

University-community partnerships have become increasingly popular in North America and around the world. These partnerships serve to connect universities with local partners in order to fulfill their roles as agents of community, education, and economic development. In particular, university athletic and recreation departments are initiating partnerships with local sport organizations as a way to enhance their presence and collaborate to advance joint interests and projects (Franco & Pessoa, 2014). The community sport partnership literature has focused on antecedents, process/management, and evaluation/outcomes (e.g., Misener & Dohery, 2013; Parent & Harvey, 2009; Svensson, Huml, & Hancock 2014). This research has typically focused on understanding the needs of and benefits for individual partners, rather than the collaborative value that can be created via the partnership. Thus, the current case study seeks to explore the collaborative value created and experienced within a partnership between a university athletic and recreation department in Ontario, Canada and its local non-profit community sport partners (e.g., minor hockey, soccer, volleyball clubs).

The collaborative value creation (CVC) framework (Austin & Seitanidi, 2014) is used as a theoretical backdrop for this qualitative study. The framework outlines five complementary and inter-related components for analyzing value and its co-creation, with related questions which serve to guide the current investigation: (1) The collaborative value creation spectrum (Who creates value? Where does the value come from? What kinds of value get created?), (2) Collaborative value mindset (What is the mental framework partners have about value creation and collaboration?), (3) Collaboration stages (How does the type of collaborative relationship affect value creation?), (4) Collaboration processes (How do different processes in the formation and implementation of a partnership affect value creation?), and (5) Collaboration outcome (Who benefits, and how?). Situating partnership research within the CVC framework recognizes the strategic importance of cross-sector collaborations in achieving organizational success and community impact (Austin & Seitanidi, 2014). The CVC framework therefore provides a holistic approach to re-conceptualizing university-community sport partnerships.

Semi-structured interviews are currently being conducted with the key stakeholders actively engaged in the collaboration, including 7 Presidents of partner CSOs and 7 university representatives (e.g., head coaches, athletic director, advancement officer). Interviews will be completed and transcribed verbatim by December 2019. The data will be analyzed using inductive and deductive coding techniques to identify key patterns and themes within each of the five components of the CVC framework (Patton, 2015).

Knowledge generated from the research may provide a roadmap to assist universities and non-profit community sport organizations in achieving collaborative value through cross-sector partnerships, thus enhancing their capacity to co-create and sustain meaningful sport participation opportunities for individuals and families.
A Case Study of Strategic Event Volunteer Management

Emily Stadder, University of Windsor
Sheldon Fetter, University of Windsor
Jess Dixon (Advisor), University of Windsor

Management - Volunteers (Amateur Sport) virtual asynchronous
10-minute lightning talk (including questions)
Abstract 2020-075 Session: Human Resource Management

Sport and recreation organizations and events often rely heavily on volunteers to achieve their goals and missions (Doherty, 2009; Schlesinger, Klenk, & Nagel, 2015). Currently, volunteer research is heavily focused on the experiences of individual volunteers and the management of volunteers in continuous positions (Wicker, 2017). In contrast, there is little information regarding the management of volunteers at sport events; what little research there is on this topic has mostly focused on mega-events, such as the Olympic Games, even though volunteers are utilized at events of all magnitudes (e.g., Chanavat & Ferrand, 2010; Zhuang & Girginov, 2012). This research will attempt to fill this gap by examining volunteer management at an amateur provincial sport championship.

Drawn from the field of strategic human resource management (SHRM; Wright & McMahon, 1992), behavioural perspective theory (Schuler & Jackson, 1987) will be used to understand the practices sport managers put in place to elicit and influence volunteer behaviour during an athletic event. Based on a recent meta-review of SHRM literature conducted by Jiang and Messersmith (2018), behavioural perspective was the second most identified theory of those cited in previous reviews. This theory allows researchers to solely examine whether the volunteer roles are consistent with organizational strategy, rather than the specific knowledge, skills, or abilities they demonstrate in performing these roles.

A case study methodology will be utilized to examine the ‘needed’ role behaviours, the role information, and the ‘actual’ role behaviours of volunteers at an amateur provincial sport championship event taking place in Southwestern Ontario in the Winter of 2020 involving approximately 300 participants. Semi-structured interviews will take place before and after the championship with volunteers (n ~ 5) and key administrative staff (n ~ 2) involved in managing and organizing volunteers for this event. Complementing these interviews, the researchers will also conduct a document analysis of the event’s volunteer management policies and procedures, as well as any additional information that is shared with volunteers leading up to and during the event. The interviews will be transcribed verbatim and triangulated with the document analysis, which will be coded using deductive methods based on behavioural perspective theory.

This study will have theoretical implications by contributing to sport management literature on SHRM, specifically from the behavioural perspective, which to our knowledge has not been widely studied in a sporting context. From a practical perspective, this study will provide important information for event managers utilizing volunteers. Managers will be able to learn from the strategies used in this event, along with the theory, to guide future practice.
A Comparison of the Job Satisfaction of Sport Management Alumni Working Within and Outside of the Sport Industry

Sheldon Fetter, University of Windsor
Emily Stadder, University of Windsor
Jess Dixon (Advisor), University of Windsor

Management - Human Resource Management (Other) virtual asynchronous
10-minute lightning talk (including questions) Session: Human Resource Management

Abstract 2020-076

There is a growing number of universities and colleges offering sport management and related degree programs (Hancock, Darvin, & Walker, 2018). The goal of these post-secondary programs is to create opportunities for students to advance their knowledge in core concepts and prepare them for future careers within sport organizations (Parks & Parra, 1994). However, little is known about the level of job satisfaction that sport management graduates experience in their careers, or how this may compare with those who choose to explore careers in other industries. Moreover, an underrepresentation of women in sport leadership positions is still seen despite the growth in opportunities to participate in sport for women and girls (Burton, 2015). A lack of support from administration in athletics is found to be decreasing job satisfaction and creating differences between male and female experiences in the industry (Laskowski & Ebben, 2016). Thus, the purpose of this study is to examine the job satisfaction experienced by both female and male sport management alumni who are currently working both in and outside of the sport industry.

To carry out this investigation, an online questionnaire, hosted by Qualtrics, will be distributed via email and social media to graduates of bachelors and master’s degree programs in sport management from a Canadian university over the past ten years (2009-2019; N ~ 300). Job satisfaction will be measured using the 72-item Job Descriptive Index (JDI; Smith, Kendall, & Hulin, 1969) and the 18-item Job in General scales (JIG; Ironson, Smith, Brannick, Gibson, & Paul, 1989), where the subjects will indicate ‘Y’ if the statement reflects how they feel, ‘N’ if it is not reflective of how they feel, and ‘?’ if they are unsure. Both the JDI and JIG have demonstrated acceptable internal reliability (alpha = 0.88 and 0.90, respectively) in previous studies (Balzer et al., 1990). Demographic information, including gender, level of program(s) completed, and the field of current occupation, will also be collected. A multivariate analysis of variance (MANOVA) will be used to test for differences in job satisfaction across groups, with post hoc analyses of variance (ANOVA) being employed to identify where group-level differences may occur. This project is currently seeking research ethics approval, with data collection scheduled to take place in early 2020.

Extending previous research (e.g., Parks & Parra, 1994), this study will provide a gendered analysis of the job satisfaction reported by those who have completed an undergraduate or master’s degree (or both) in sport management and are employed within or outside of the sport industry. From a practical perspective, the results of this study may help confirm or dispel common myths and misconceptions people (particularly students) may have about working in the sport industry (Hums & Goldsberry, 2012).
A Scoping Review of Sport Related Institutional Research

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Becca Leopkey, University of Georgia
Dana Ellis, Laurentian University
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Management - Other (Other)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Institutional Theory

Abstract 2020-077

Institutional approaches are a prominent theoretical perspective within sport management and related literatures (e.g., sport sociology, sport history). However, the collective utility of research that have utilized institutional approaches has not thoroughly been synthesized. Taking up Weed’s (2005) call for further synthesis of knowledge within sport related studies (and particularly sport management), we feel it is an appropriate time to attempt a systematic synthesis of sport related studies that have utilized institutional theoretical approaches. Nearly ten years after Washington and Patterson’s (2011) narrative review of the utilization of institutional approaches within sport related studies, we extend their analysis by empirically examining the current state of institutional research in sport. Consequently, we aim to answer the following question, how has institutional theory been employed within sport related studies?

Methodologically, the research team took a broad and inclusive approach, based on a scoping review protocol design which employed Lavac et al.’s (2010) six stages: (1) identifying the research question; (2) identifying relevant studies; (3) study selection; (4) charting the data; (5) collating, summarising, and reporting the results; (6) consultation. To identify relevant studies the research team searched three databases (EBSOHost SPORTDiscus, ProQuest, and Web of Science) with the broad search terms “institution*” and “sport*”. The search was limited to peer-reviewed, English language journal articles to August 2019. After duplicates were removed the initial search resulted in 1998 citations. The research team developed a range of inclusion/exclusion criteria (e.g., normative vs theoretical usage of institutional terminology as derived from Greenwood, Oliver, Lawrence, & Meyer, 2017; Greenwood, Oliver, Sahlin & Suddaby, 2008) to identify and select relevant studies. Preliminary extraction variables for analysing the collected articles include: author(s); year of publication; journal; research setting (geography); empirical/non-empirical; empirical context; method; methodology; and theory type. At the time of writing the research team was iteratively moving between identification and selection of relevant articles.

Whilst it is too early to present preliminary findings, our initial observations of the data may be illustrative. The frequency of institutional research seems to be increasing. Although early works within sport management predominately grew out of the University of Alberta group of scholars (e.g., Slack et al.), subsequent developments have seen broad uptake of institutional concepts. The application of institutional approaches also continues to widen across a range of research contexts (e.g. national/provincial sport organizations, governing bodies/agencies, and mega-events). The amount of time between theoretical development in management literatures and adoption/translation/extension in sport related literature seems to be shortening (e.g., uptake of institutional isomorphism vs institutional work). Finally, our early observations indicate relative differences in the adoption of institutional approaches between sport related disciplines, for example sport management (logics, isomorphism, and work studies), sport sociology (field studies) and sport history (institutionalisation/legitimacy studies). Further analysis will need to be conducted to determine whether these initial observations hold. Nevertheless, as the sport management field reaches its adolescence (relative to other academic fields), synthesising one of our main theoretical perspectives will only strengthen our collective ability to engage with, and substantively add to, the institutional discourse.
A Study on the Organizational Conflict and Withdrawal of Sport Club Members

Seokkyun Yoon, Seoul National University
Yukyoum Kim (Advisor), Seoul National University

Management - Organizational Behavior (Sport Clubs)
20-minute oral presentation (including questions)
Session: Volunteers II

The Sport club as a type of voluntary association aims to offer its members the opportunity to practice sport and to enjoy leisure time actively (Nagel, 2008). By participating in sport, individuals not only acquire skills and knowledge pertaining to the sport, but also experience unique social benefits through sport socialization (Greendorfer & Bruce, 1991). Therefore, withdrawal from the sport club means the suspension of the positive aspects of socialization through sport. The purpose of this study is to examine the cause of the withdrawal from sport club and analyze the process through which withdrawal occurs from a sport club.

A group that people create themselves to pursue common interests or goals is called a voluntary association (Newton, 1999; Putnam, 1993). Due to these characteristics, the sport club can be regarded as a type of voluntary association that is autonomously organized and participated in by sport enthusiasts. Researches have currently investigated withdrawal in the sport sector in a range of different settings, such as elite sport (Eklund & Defreese, 2017), youth sport (Gardner et al, 2017), coaches (Harman & Doherty, 2019), and sport organizations (Kerwin et al., 2017; Larner et al., 2017). However, The literature on the withdrawal of sport club members is limited. Past studies in organizational behavior suggested that organizational conflict is an important factors that causes negative behavior such as withdrawal (Callister & Gibson, 2017; Desivilya et al., 2010). Pondy (1967), Walton and Dutton (1969) observed that conflict tends to occur in cycles. Five stages of a conflict episode were identified by Pondy: (1) Latent conflict(LC), (2) Perceived conflict(PC), (3) Felt conflict(FC), (4) Manifest conflict(MC), (5) Conflict aftermath(CA). Each conflict episode is shaped by the results of previous episodes. If the conflict is resolved in a positive manner, it improves the effectiveness of the organization, but if it remains unresolved or in a negative manner, it leads to an unfavorable outcome such as withdrawal (De Dreu & Weingart, 2003). From this perspective, we examine the organizational conflict on withdrawal in sport club members.

Participants in this study will consist of amateur team sport club members. Data collection for this study will take place during the spring of 2020. Since the episodes of each organizational conflict are not directly observable or measurable variables, they will be measured indirectly using observed variables (Kim et al., 2019). This study conceptualized five episodes of organizational conflict using 10 factors. The detailed factors are as follows: (LC: difference in sub-goals, restriction of playing time, personal characteristics → PC: communication disorders, role dissatisfaction → FC: displeasure, distrust → MC: interference, non-cooperation → CA: withdrawal intention).

To verify the modifications of the organizational conflict scales, a CFA will be conducted assess internal consistency and reliability. SEM will be employed to determine the relationship between episodes of organizational conflict. Theoretically, this study aims to create a conceptual model to understand the phenomenon of withdrawal from sport clubs. Practically, results from this study are meaningful in that sport club managers can manage and prevent conflicts that occur in sport clubs.
A-Hero for Sport Employee Creativity? An Empirical Investigation of Psychological Capital

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Brent D. Oja, University of Northern Colorado

Management - Organizational Behavior (Other)
20-minute oral presentation (including questions)
Session: Organizational Behavior I

It is critical for managers to consider contemporaneous features of sport employees that are desirable in the rapidly changing and competitive sport environment (Kim, Kim, Newman, Ferris, & Perrewé, 2019; Taylor, Doherty, & McGraw, 2015). One such outcome for sport employees is creativity, as it helps to achieve a sustainable competitive advantage. Employee creativity has been hypothesized as a coveted and distal evidence-based outcome in the most recent psychological capital intervention model (Luthans & Youssef, 2017). In an attempt to develop sport employee creativity, this study is designed to empirically test the relationships among various sport employees’ characteristics, psychological states, and creative work behaviors. As such, we developed the following hypotheses:

Pride will positively impact sport employee identification (SEI) as it represents self-value based on one’s current job, which would support group membership (Swanson & Kent, 2017; H1). Harmonious passion represents a desire to actively participate at work along with influencing one’s self-concept (Perrewé, Hochwarter, Ferris, McAllister, & Harris, 2014) and so it is likely to support SEI (H2). An expanded psychological capital construct for sport employees, labeled A-HERO with five sub-constructs such as authenticity, hope, efficacy, resilience, and optimism (Oja, Kim, Perrewé, & Anagnostopoulos, 2019), will be enhanced by sport employee identification because identified sport employees value their association with sport organizations and will strive to improve themselves and the organization (H3). Based on the empowerment of A-HERO, sport employee creative work behaviors will increase in sport workplaces (H4).

The target population of this study was sport employees across the sport industry, and the data were collected online by utilizing the Qualtrics cloud-based survey tool. With a final data set of 301 sport employees, we conducted two confirmatory analyses (Brown, 2015) for evaluating second-order constructs (e.g., A-HERO) and then a full measurement model. Given the acceptability of the measurement models, the hypothesized research model was tested with structural equation modeling, and the fit statistics of the hypothesized model indicated acceptable fit ($\chi^2 = 2669.04$, df = 496, $p < .001$, CFI = .94, TLI = .94, RMSEA = .04). All hypothesized paths were positive and significant at the alpha level of .001, supporting H1 through H4 (H1: standardized $\gamma = .46$, SE = .06; H2: standardized $\gamma = .44$, SE = .06; H3: standardized $\gamma = .45$, SE = .06; H4: standardized $\gamma = .50$, SE = .06).

The results showed that sport employees’ pride, passion, and SEI were critical factors in enhancing their A-HERO, which positively influenced creative work behaviors in contemporary sport organizations. Theoretically, this study provides empirical evidence in support of A-HERO in the realm of sport management and its positive impact on sport employee creative work behaviors. Regarding practical implications, our results can help sport organizations build internal management strategies for increasing positive psychological states and creative work behaviors, which could lead to a competitive advantage in the competitive sport industry.
Administrators’ Perceptions of Success at NCAA Division III Institutions

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Christopher Brown, University of Kansas  
Jordan Bass (Advisor), University of Kansas

Management - Leadership (College Sport)  
virtual asynchronous  
Poster  
Abstract 2020-080  
Session: Poster Session I

Previous research has explored the ambiguous role of athletics on an institutions campus (Brand, 2006). Central to this research is the complex relationship between athletics success as defined by wins and losses, potential monetary gain and the educational mission of the institution. Given the increased revenues and expenditures in Division 1, studies have primarily observed the role of athletics on these campuses. However, this complex relationship is evident across all three divisions in the NCAA. Prior research has suggested that Division III institutions view athletics through an integrated lens, often emphasizing the importance of the experience of student-athletes over that of performance (NCAA, 2018). Further, other factors are essential to a Division III institution, including increased sports offerings, upgraded facilities, and increased student enrollment (Katz, Pfleegor, Schaeperkoetter, & Bass, 2015). These previous studies have shed light on the differing factors used to define success in Division III qualitatively.

The purpose of this study is to explore how university presidents and athletics directors at NCAA Division III institutions perceive success within their athletics departments. A 28-item instrument to assess the perceptions of success was developed based on prior research as well as the investigators’ expertise in Division III athletics (Katz et al., 2015) and was piloted to thirty participants. Upon statistical analysis of the results, six items were removed to improve the Chronbach’s alpha (.859). The remaining 22 items were placed in subsections in the final survey to address internal validity of the instrument. Subsections were split between factors within the athletic department and those external to the athletic department. An analysis of the means from the pilot study (N=14) indicated that retaining student-athletes at the institution (M= 4.79, SD=.41) and recognition of athletics by the institution (M= 4.69, SD=.46) were key elements of perceived success by participants. In contrast, the removal of sports from the athletic department (M = 2.36, SD = .89) and the addition of sports in the athletic department (M= 3.36, SD=.89) were seemingly less important factors of perceived success. An Analysis of Variance (ANOVA) will be utilized to analyze the data in the follow up study. Investigators will submit the final survey to all NCAA Division III athletics directors and university presidents in the coming months. Final results will be presented at the 2020 NASSM conference.

This study will expand on previous research addressing athletics and NCAA Division III institutions, particularly in regard to understanding how administrators and athletics directors perceive athletics success. Implications will benefit those working in this realm of college sport as well as student-athletes who compete at this level.
An Examination of Decision Making Factors in the College Sport Addition Process: A Case of Varsity eSports Programs

Sloane Milstein, Colorado Mesa University

Management - Strategic Management (College Sport)  
20-minute oral presentation (including questions)  
Abstract 2020-081

With its growing popularity, esports has evolved into an organized sport competition with the establishment of its own governing body, known as the National Association of Collegiate Esports (NACE). Esports has also blossomed into the concept of collegiate esports and has started to flourish on campuses. While over 100 institutions have added a varsity esports team, others are slower to adopt.

Athletic administrators today face increased managerial challenges, often forced to restructure their athletic departments by redistributing staff and resources, or by adding to or eliminating sport teams from their programs (Hutchinson & Bouchet, 2013). However, adding or dropping a sport in particular draws far reaching consternation, often beyond campus boundaries. It is important for athletic administrators to utilize a rigorous and thorough decision-making process.

At present, the line of research on the college sport addition process is scant and scattered (Milstein 2014). Accordingly, the purpose of this study is two-fold: 1) To determine decision making factors which influence the college sport addition process; and 2) To examine if there are differential patterns of the decision-making process across different institutional contexts. Specifically, this study will explore and identify factors athletic administrators use when deciding whether or not to include an esport team in the varsity offerings. For the purpose of this study, we utilized the collegiate sport addition process model developed by Milstein (2014) as a conceptual framework and used to differentiate institutional contexts.

For the purpose of this study, press releases were collected on institutions adding sports to the college offerings between 2014-2019. The press releases were analyzed in accordance with Patton’s (1990) strategies for data analysis. By using the Carnegie Foundation school size classifications, a sample of nine schools was purposely selected to examine the patterns of the decision-making process across different institutional contexts.

This study identified factors, priorities, and processed considered by athletic administrators when adding a new sport to their varsity offerings. The findings provide empirical evidence that factors associated with sport adoption process are remarkably different than those for dropping sports. The findings will be presented at conference. This study also confirms differential patterns of the decision-making process across different institutional contexts.

The findings from this study will extend the line of research on the decision-making process in college sport contexts, focusing on the reasons for adding an esport team and factors used in deciding whether to add a sport as a varsity program in different college sport divisions. From a practical perspective, it will also provide insight into what college athletic administrators deem important for adding new sports.
Athlete-Centric Employment Branding During Market Entry

Christopher McLeod, Texas Tech University

Management - Human Resource Management (Professional Sport)  virtual asynchronous
10-minute lightning talk (including questions)  Session: Human Resource Management
Abstract 2020-082

This study analyzes how leagues use labor strategies when entering markets occupied by incumbent leagues. Scholars have shown rival leagues use higher salaries to attract athletes (Forster & Pope, 2002; Kahn, 2000), but there are other human resource management strategies available. Therefore, research on new leagues’ human resource strategies is needed to explain how start-up leagues enter labor markets. I used a multiple case study design to analyze four leagues’ labor strategies during market entry.

Literature Review
Since athlete human resources are critical to sport teams and leagues (Gerrard, 2005; McLeod & Nite, 2019; Smart & Wolfe, 2003), strategic human resource management can be used to create and maintain a human resource competitive advantage (Boxall, 1998). For example, Ströbel, Maier, and Woratscheck (2018) demonstrated how organizational support could be used to reduce professional athletes’ turnover intentions. However, there has been less research on how teams and leagues can use strategic human resource management to acquire athletes in the first place. New leagues can use employment branding to attract athletes, which is “a firm’s efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer” (Backhaus & Tikoo, 2005, p. 501). Leagues are likely to brand their employment using high-involvement work processes, which provide workers control over how they do their job, either at individual or at higher levels (Boxall & Winterton, 2018). They may also brand employment using high-commitment employment practices, which enhance employee commitment to the organization instead of controlling them with rules (Walton, 1985).

Method
I conducted a multiple case study of four leagues that entered North American markets from a rival position: National Women’s Hockey League (NWHL, 2015-), BIG3 (2017-), Alliance of American Football (AAF, 2019), and Premier Lacrosse League (PLL, 2019-). I collected secondary interviews with league executives (n = 29) along with league documents and news articles (n = 206). Data was coded using the Goia methodology (Gioia, Corley, & Hamilton, 2012) (Guetzkow’s U = .02 and Krippendorff’s alpha (α = .89) showed good reliability). Codes were analyzed using cross case analysis (Eisenhardt & Graebner, 2007) and the extended case method (Burawoy, 1991).

Results and Discussion
The NWHL, BIG3, PLL, and AAF used athlete-centric employment branding to acquire athletes. Leagues offered high-involvement work processes (player-led structures, athlete autonomy, and contingent rewards) and high-commitment employment practices (social justice, health and well-being, competitive pay). Executives also branded leagues as distinctive and favorable employers. Interestingly, executives’ employment branding was directed at the public as well as athletes, raising the prospect of spectator-based employment branding in sport. However, NWHL and AAF had incidents that contradicted their athlete-centric messages, so employment branding may be a superficial promotion rather than a genuine improvement to athletes’ employment. I discuss the theoretical and practical implications of athlete-centric employment branding, along with the potential for a new model of athlete labor where leagues give athletes commitment and involvement as perquisites of employment rather than goals to be won.
Augmenting Sports Officials’ Well-Being: From Prediction Variables of Referee Retention

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Management - Human Resource Management (School Sport)                   virtual asynchronous
Poster
Abstract 2020-083                                                    Session: Poster Session III

Enhancing the experience of sporting events and ensuring the spirit of sportsmanship necessitates maintaining the number of qualified officials practicing in every sport sector and improving their job performance (FIBA, 2004). Considering continued concern about the growing shortage of officials in school sports (Scandale, 2017), an imperative is to explore how they can be encouraged to engage with their work and elevate their psychological well-being. Understanding the factors associated with retention and the states of authenticity displayed by officials can be a starting point in the development of management strategies. The purpose of our study is to empirically examine the relationships among prediction variables of referee retention, authenticity, job engagement, and psychological well-being in interscholastic sports.

In anticipation of referee retention, a multidimensional model was developed by encompassing seven prediction variables, namely, intrinsic motives, sense of community, perceived administrator consideration, mentoring, remuneration, lack of stress, and continuing education in sport contexts (Ridinger, Kim, Warner, & Tingle, 2017). Based on the strong and positive relationship between intention to retention and job engagement (Wefald & Downey, 2009), we postulate that the higher degree of each prediction variable of retention could lead to greater job engagement (H1a through H1g). As a critical feature for sport employees, authenticity has been highlighted as playing a role in positive attitudes and behaviors, especially in improved ethical decision-making in sport organizations (Oja, Kim, Perrewé, & Christos, 2019). Therefore, the authenticity of referees is expected to promote their job engagement (H2). On the grounds of the strong predictive power of engagement as regards psychological well-being (Robertson, Birch, & Cooper, 2010), we propose that referees’ job engagement enhances their psychological well-being (H3).

We developed an online survey questionnaire and administered it to 410 referees registered in the National Federation of State High School Associations. Given the acceptable fit exhibited by the full measurement model, the hypothesized model also indicated that a reasonable model fit (S-B $\chi^2 = 1308.6$, df = 703, p < .001, CFI = .93, TLI = .92, RMSEA = .05). Direct paths from intrinsic motives (H1a), sense of community (H1b), lack of stress (H1c) to job engagement were positive and significant at the alpha level of .05. However, the other prediction variables of referee retention to job engagement (H1d through H1g) were non-significant. The paths from authenticity to job engagement (H2: $\gamma = .35$, S.E. = .09, p < .001) and job engagement to psychological well-being (H3: $\gamma = .40$, S.E. = .06, p < .001) were positively significant.

The results indicated that intrinsic motives, sense of community, lack of stress, and authenticity were pivotal factors in enhancing job engagement and thereby augmented the referees’ psychological well-being. Our findings theoretically broaden the body of knowledge on the desirable psychological aspects of referees by considering their characteristic and well-being. Practically, such examination not only directly beneficial for comprehending the attitudes and behaviors of referees in interscholastic sports but also aids association administrators in formulating internal management strategies meant to increase the job engagement and well-being of officials.
Authentic CSR in Professional Sport Organizations: Examining its Antecedents and Outcomes

Yoseph Mamo, Tennessee State University
Kwame Agyemang, The Ohio State University
Damon Andrew, Florida State University

Management - Corporate Social Responsibility (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Corporate Social Responsibility
Abstract 2020-084

Relevance/significance of the topic to sport management

Although the majority of previous studies in sport management have focused on the factors that lead professional sport organizations (PSOs) to engage in CSR activities and outcomes (Babiak & Kihl, 2018; Breitbarth et al., 2015; Chelladurai, 2016; Heinze et al., 2014; Walker et al., 2017; Walzel et al., 2018), little is known about the authenticity of the initiatives. Three critical factors influencing CSR success are (a) the authenticity of the initiatives, (b) fit (i.e., congruence) between the types of CSR initiatives and organizational competencies, and (c) stakeholder views of the CSR initiatives (de Jong & van der Meer, 2017). The purpose of this study was to better understand when, why, and how PSOs can develop authentic CSR activities that can have a long-term positive impact on stakeholders. To achieve this understanding, a conceptual model was developed for how authentic CSR can be adopted and implemented to create value for the organization, the stakeholders, and broader society, thereby enhancing the long-term success of CSR initiatives.

Review of relevant literature and theoretical framework

To fill the gap, this study aimed to develop a theoretically driven conceptual framework and propositions that specifies the process (i.e., antecedents, mediators, moderators, and outcomes) of authentic CSR in PSOs. Drawing on stakeholder theory and attribution theory, a parsimonious framework was created to better understand when, why, and how stakeholders might perceive authentic CSR and its subsequent outcomes. The model consists of four parts: (a) determinants of CSR activities (i.e., external CSR and internal CSR), (b) stakeholders’ views of the sports organization’s CSR motives, and their congruence, (c) stakeholders’ perceived authentic CSR, and (d) outcomes of perceived authentic CSR.

Discussion/Contributions/Conclusions

This conceptual paper makes several contributions to the body of sport management research. First, the study specified four fundamental components—anticipating, planning, implementing, and evaluation—that jointly influence perceived authentic CSR in the PSO context. In doing so, perceived authentic CSR was emphasized as both ongoing and contingent upon an organization’s communication efforts, as well as stakeholders’ evaluations. Also, this approach shifted the traditional perspective of CSR, which focuses on antecedents and outcomes, to a process-oriented technique between both stakeholders and PSOs. PSO engagement in stakeholder dialogue would enhance the credibility of the initiatives. Second, this study expanded on Babiak and Wolfe’s (2009) framework by assessing the influence of different stakeholders on the implementation of authentic CSR activities. The current study thus took a step forward by elucidating and prioritizing those stakeholders who may best increase the credibility of CSR activities. Specifically, this study not only clarified the association between powerful stakeholders and CSR engagement but also provided a better understanding of the role of owners and employees in adopting authentic CSR. Third, research on authentic CSR has just begun to emerge and therefore provides few clues about how stakeholders perceive PSOs’ CSR activities. This framework underscores that PSOs do not merely rely on their motives and CSR fit but also on their ability to communicate and influence stakeholders.
Authentic Leadership and Job Engagement: An Empirical Examination into the Development of Creative Sport Employees

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Management - Organizational Behavior (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Leadership II
Abstract 2020-085

As scholars continue to explore the value of positive emotions and behaviors in sport organizations (e.g., Kim, Kim, Newman, Ferris, & Perrewé; Oja, Kim, Perrewé, & Anagnostopoulos, 2019), creative behavior remains an understudied construct despite its value to the sport industry. To this point, sport employees who are able to make effective decisions and develop unique solutions to complex problems are valuable (Choi, Martin, & Park, 2008). Moreover, successful change and innovation are required for organizational survival, effectiveness, and competitive advantages (Jafri, Dem, & Choden, 2016). Due to the paucity of studies examining sport employees’ creativity, an investigation into the determinants of sport employees’ creative behaviors is valuable.

In this study, both authentic leadership and job engagement were used to predict creative behaviors. Authentic leadership is defined as “a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates” (Luthans & Avolio, 2003, p. 243). Additionally, authentic leadership promotes engaged workers (Liu et al., 2017). Job engagement is defined as “a positive, fulfilling, affective-motivational state of work-related wellbeing” (Leiter & Bakker, 2010, p. 1) and should influence “the production of novel and useful ideas” (i.e., creativity; Farmer, Tierney, & Kung-McIntryre, 2003, p. 619) as engaged employees are likely to have increased motivation to pursue unique ways to achieve work related goals. Lastly, job engagement is likely to mediate the relationship between authentic leadership and creativity, as job engagement could represent the emotional and behavioral mechanism produced by authentic leadership that facilitates creative behaviors.

A total of 308 sport employees participated in the study. A confirmatory factor analysis was conducted to evaluate the measurement model, and a subsequent structural model was built to test the relationships between latent variables and mediation effects. The final measurement model had acceptable fit statistics (CFI = .95; TLI = .94; RMSEA = .047; SRMR = .05). In the structural model, the model fit was adequate (CFI = .95; TLI = .94; RMSEA = .05; SRMR = .05). All relationships were significant, as was the indirect effect (γ = .09, Confidence Interval [CI] 95% [.014-.178]), but the relationship between authentic leadership and creative behaviors was insignificant (γ = -.02, p = .75). Given the significant indirect effect and the lack of a relationship between authentic leadership and creative behaviors, full mediation was evaluated and confirmed (γ = .09, CI 95% [.013-.171]; Zhao, Lynch, & Chen, 2010).

The findings of this study add to the evolving literature concerning creativity and leadership in the sport industry. Based on the results, it appears that job engagement serves as an explanatory variable whereby authentic leadership’s influence on sport employee creativity is explained by the benefits of job engagement. As such, job engagement emerges as a meaningful variable that can provide a deeper explanation for positive outcomes. Accordingly, this study offers a pathway for future research involving leadership’s effect on creativity in the sport workplace.
Barriers to Senior Leadership Positions for Women in Sport Management: Perceptions of Undergraduate Students and Insights from their Professors

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Management - Diversity (Professional Sport) virtual asynchronous
Poster
Abstract 2020-086 Session: Poster Session III

In professional sport in Canada, there are 98 president and vice-president positions available. 84 of these positions are occupied by men and 14 by women. This is a staggering statistic and the reason for this needs to be investigated further. Existing literature has interviewed these women and participants have stated that they have faced barriers in order to gain these senior level leadership positions. A significant number of women are graduating from undergraduate sport related programs (e.g., Kinesiology, Recreation and Leisure, Sport Management) in Canadian schools. A similar translation to senior leadership in sport is not seen and the reason for this is unknown. This project investigates the perceptions undergraduate students have of the barriers women may face in order to advance in the sport industry. The undergraduate students participating in this study are senior sport management students enrolled in one of the sport management programs offered in the four Southern Ontario universities. The students were oriented to the study by viewing a PowerPoint slide highlighting the men and women currently occupying the President and Vice-President positions in the industry. Data was collected using the Career Pathways Survey, and portioned into four categories: resilience, denial, acceptance, and resignation. The Career Pathways Survey (CPS) measures barrier perception as it relates to the glass ceiling phenomenon. The glass ceiling is a barrier that research says women face when advancing in their careers. At a certain timepoint in their career advancement they are no longer presented with, offered, or considered for various things in the workplace such as promotions, positions, and projects. Reasons for this can be because of various barriers such as sexual harassment, discrimination, stereotypes etc. The CPS consists of various statements that relate to these barriers to gain the participants perceptions of women who may face these barriers in order to advance in the sport industry. Once data are collected and analyzed, a focus group was held with the students’ sport management professors to gain their reactions to the results, determine their perceptions of the shortage, and give their thoughts on addressing the emerging issues. The results of this study will help to better understand where undergraduate students’ perceptions lie when thinking about barriers for women in the workplace, and how these perceptions may or may not affect their will and desire to achieve senior leadership in their future careers. As well as, the results will assist students in planning and navigating their careers in the sport industry. Finally, they will also help professors better prepare students for success and advancement in their careers, to face, overcome, and become allies with other students and colleagues when facing barriers in the workplace.
Boundary-Straddling Brand Extensions: A Network Analysis of the National Basketball Association’s 2K League Sponsors

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Anthony D. Pizzo, Temple University, Japan Campus
Keshav Gupta, Temple University
Daniel Funk (Advisor), Temple University

Management - Strategic Management (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: eSport I
Abstract 2020-087

The shift in sport consumers’ media consumption habits away from traditional linear programming towards, digital, on-demand programming, requires sport organizations to adapt. These organizations must integrate novel approaches to engage young consumers, such as developing digital brand strategies and generating content capitalizing on shifts in media consumption. The NBA’s creation of the 2K League represents an example of a digital brand extension. As professional sport organizations enter the esports marketplace, they are faced with important decisions regarding product positioning in terms of new product development versus diversification.

From a brand development perspective, the 2K League represents a brand extension for the NBA (Kunkel, Doyle & Funk, 2014) with corporate sponsorship implications. As an early adopter, the NBA and 2K League’s product positioning has laid the foundation for potential digital brand extensions. For example, the 2K League logo has the same color and shape as the NBA logo, and incorporates the same font (Mazique, 2017). However, as a new league operating in the emerging esport space, the 2K League is in direct competition with existing esport leagues and how it should be positioned relative to existing competitors such as the League of Legends Championship Series (LCS) remains ambiguous. Specifically, whether to position the 2K League to emphasize the esport or the basketball component of the product; hence, resulting in a boundary-straddling brand extension. As such, it is important to examine which brand extensions strategy is pursued: a basketball product (product development) or an esport product (diversification). Given sponsorships can be used to signal a company’s position by associating with link-minded brands (Lavidge & Steiner, 1961), an examination of the NBA, 2K League, and LCS’ sponsorship portfolios can provide insight into this boundary-straddling phenomenon.

A network analysis was conducted on the corporate sponsorship networks of the NBA, LCS, and 2K League. Results indicated that the NBA is the most connected league (506.6), followed by the LCS (294.0) and 2K League (198.5) in terms of centrality degree. However, centrality measures do not capture the overlap between leagues’ sponsors, which can be ascertained through homophily measures. Homophily measures found the association of similar sponsors within the 2K League network is greatest at .810, followed by the LCS (.556) then the NBA (.395). This indicates the 2K League has more overlap with both the LCS and the NBA sponsors compared to the overlap between the NBA and LCS. These results were consistent at the team-level; 2K League teams overlap with both the NBA and LCS teams to a greater degree than they overlap with each other.

Theoretically, this research extends knowledge of corporate growth strategies by illustrating how boundary-straddling digital brand extensions can utilize a hybrid of product development and diversification. Rather than adopting one strategy exclusively, the 2K League is leveraging existing NBA sponsors to signal legitimacy while attracting LCS sponsors to entice new fans. As a result, sport organizations should employ a hybrid strategy to optimize their sponsorship portfolio in cases of boundary-straddling brand extensions.
Over time, institutions face pressures, scandals, and/or upheaval which can result in change, defensive strategies, or repair work (Micelotta & Washington, 2013; Trank & Washington, 2009). In the case of youth sport, many governing bodies have been slow to make changes despite the perceived need to address declining participation rates, lack of enjoyment, and sub-optimal elite level success (Legg, Snelgrove, & Wood, 2016). In Canada, youth sport policy and programming are shaped by the values imbedded in the Canadian Sport Policy (CSP) and the Long-Term Athlete Development model (LTAD). Following the direction established by the CSP and LTAD, National Sport Organizations (NSOs) establish their own Long-term Player Development model (LTPD) and programming.

The purpose of this study is to explore how one NSO (i.e., Hockey Canada) successfully changed the traditional way of delivering its sport programming in the face of significant resistance in parts of the country (Strashin, 2017). Specifically, guided by its LTPD model, Hockey Canada mandated the nationwide adoption of modified ice surfaces and fewer players per game for 5 to 8 year old participants starting in the 2017–18 season. This change altered the conventional way of playing lengthwise on an ice rink to widthwise segments (i.e., cross-ice, half-ice) and was consistent with the LTAD’s focus on skill development. Previously, this way of playing was a non-mandatory recommendation made by Hockey Canada for over 30 years, which had been adopted sporadically across the country (Wigfield & Snelgrove, 2019).

As institutionalized practices are maintained by regulative, normative, and cultural-cognitive pillars (Scott, 2001), one or more of these pillars must be disrupted for change to occur. Guided by an instrumental case study methodology (Stake, 1995) we draw upon theories of deinstitutionalization, which describe the process of change from pressures to change to the institutionalization of a new practice (Dacin & Dacin, 2008; Oliver, 1992). This study aims to contribute to the literature on institutional change in sport by identifying mechanisms used by a governing association to disrupt one or more institutional pillars and change an institutionalized practice (Lu & Heinze, 2019; Washington & Patterson, 2011). Additionally, we seek to identify the temporal sequence of the mechanisms employed (Amis, Slack, & Hinings, 2004; Hoeber & Hoeber, 2012; Wolfe, 1994) and how the unique aspects of the youth sport system in Canada shaped the use of specific mechanisms (Riehl, Snelgrove, & Edwards, 2019). Practical implications from this research include guidance to assist change agents seeking to alter institutionalized practices to be consistent with a newly developed sport policy or development model.

Data have been extracted from organizational documents and promotional materials, and supplemented with media reports. Data collection via interviews with Hockey Canada and regional associations is ongoing. Documents and interviews are being analyzed using deductive and inductive coding to facilitate the development of theory (Stake, 1995), maintaining the sequential order of the mechanisms used to support temporal analysis (Caren & Panofsky, 2005). Findings and implications for theory and practice will be presented.
The Problem and Research Objective

Wheelchair rugby exploded in popularity after the documentary Murderball was released in 2005. The sport was developed in Canada in the 1970s and named a Paralympic sport in 2000 (Litchke et al., 2012). In contrast to its’ able-bodied counterpart, wheelchair rugby is one of the few Olympic or Paralympic sports that includes mixed-sex participation. Where historically women with disabilities have had limited access to elite sporting competition (Depauw, 2005), wheelchair rugby provides the opportunity for women to represent themselves as competitive and physical beings, capable of the physicality and aggressive nature of the sport alongside men (Pavlidis & Fullagar, 2013). Yet there is a paucity of research in considering women’s experiences’ in these potentially highly gendered sport settings. This is a critical context for understanding how to shape, promote, and manage mixed-sex sports. Thus, this study uses a narrative approach to explore female athletes’ lived experiences of participation in wheelchair rugby.

Literature Review

Female athletes are grossly underrepresented at the Paralympic Games. In the 2016 Summer Games, of 96 wheelchair rugby athletes, only two were women (International Paralympic Committee, 2019). Further, there is little research on cis-gendered or otherwise identified women in disability sport (Blinde & McAllister, 1999; Seal, 2014; Richard, Joncheray, & Dugas, 2017; Hardin, 2007). Previous authors have focused on how female athletes in disability sport are often referred to in ways that emphasize their “physical and/or mental limitations” (Schell & Rodriguez, 2001, p. 128), as opposed to ways that highlight their athletic experiences.

Methods

Data collection involves in-depth narrative interviews with eight Canadian female wheelchair rugby players. Narrative analysis places value in language and considers what is said in addition to how it is said. This approach emphasizes placing trust in the participants to share what is important to them and allowing their stories to serve as the key empirical tool (Smith & Sparkes, 2007). Themes develop organically through an iterative process focusing on what participants deem valuable enough to share. Narratives also impart information about “others’ internalized worlds” (Smith & Sparkes, 2007, p. 18). Sharing others’ realities is a way for organizers to acknowledge the reality of female athlete’s participating in wheelchair rugby and to act as a spark for change.

Results and Implications

Contemporary portrayals of female rugby players experiences reflect the culture of hegemonic masculinity and devaluing of physicality of women. The presentation of results will focus on discussions of athlete identity and construction of hierarchies of (dis)ability, gendered cultural norms and disrupting these traditions, and legitimacy of being a female athlete. The culture of hegemonic masculinity that encapsulates the sport remains pervasive, often preventing women from participating. This is layered with further challenges of intersectionality with disability culture. The focus of this research on women’s experiences in a mixed, yet traditionally masculine sport can help enable sport managers to develop strategies to develop a disability sport culture that welcomes and supports women in wheelchair rugby (Rowe, Sherry, & Osborne, 2019).
Career Identity Formation in the Transition to Life after College Sport: An Assessment of Career Identity Status and Psychosocial Functioning

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Michael Sagas, University of Florida

Management - Organizational Behavior (College Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Career Development
Abstract 2020-090

Upon the end of the athletic career, elite athletes must go through processes of self-redefinition during which career identity configuration must be reshaped (Kerr & Dacyshyn, 2000). However, athletes’ identity shift into a career upon leaving college sport can be challenging due to the necessity to replace a salient athletic identity and their limited identity development beyond sport throughout childhood, adolescence and college life (Carless & Douglas, 2009; Willard & Lavallee, 2016). Limited career exploration and insufficient knowledge of who they are outside of sport can make them feel directionless as they embark on a search for a new identity in life after sport (Lavallee & Robinson, 2007; Paule-Koba & Farr, 2013).

The developmental and psychosocial challenges of forming a career identity upon leaving college sport and transitioning into adulthood warrant the investigation of theoretical underpinnings around identity development. The purpose of this study was to assess the career identity statuses, using Marcia’s (1966) identity status paradigm, of recently graduated NCAA college athletes, and investigate how their status influenced psychosocial and career functioning post-college sport life.

We collected data from former athletes registered on the NCAA Alumni Research Panel using a 90-item questionnaire that was comprised of a newly validated instrument, the Career Identity Development Inventory (CIDI), and functioning measures including satisfaction with life and career, self-esteem, flourishing, and core self-evaluations. A total of 507 former student-athletes completed the questionnaire, from which, 62% were female and 84% were White. A majority of the participants were from Division I institutions (53.2%).

Once the psychometric properties of CIDI were established, we observed via correlational analyses that forming career commitments was important for identity development and optimal psychosocial functioning. More advanced stages in the exploration process contributed to better functioning while career identity confusion was negatively associated with these variables. We also performed a hierarchical cluster analysis on the standardized scores of the seven career identity dimensions of CIDI. The iterative k-means clustering generated eight career identity statuses. Results of MANOVAs demonstrated that individuals placed in the variants of the “achievement” status exhibited the highest flourishing levels. Former athletes who had not established a career identity and were in the initial steps of identity search reported some of the poorest functioning.

Important theoretical contributions were advanced in that we provided empirical evidence of the viability of this vocational identity paradigm to the sport organization context, but we also extended it by providing new variants of career identity status. We also improved our understanding of the transition to life after sport through the establishment of a “moratorium” status, which indicated that participants were still working on developing a career identity and transitioning out of their sport career. These athletes should be encouraged to persevere in their search for a meaningful career identity despite experiencing feelings of confusion. Practical implications for administrators are provided for each identity status to better anticipate and address transition difficulties, and the application of this revised paradigm to the study of career identity among sport organization employees are also advanced.
Change the Logics, Change the Discourse: A Systems Approach to Improving Equity in Sport Organizations

Meredith Flaherty, University of Florida

Management - Organizational Change (Other) virtual asynchronous
Poster
Abstract 2020-091 Session: Poster Session II

Equity and diversity present as interminable organizational objectives in sport, yet, the data are stable: white men still have a firm hold on the vast majority of leadership positions, controlling professional access (hiring) and treatment of women and minorities in sport organizations (Cunningham, 2010; Lapchick, 2018). Shaw and Frisby (2006) argued that progress on equity is bounded by organizational strategies that operate within existing socio-organizational structures, suggesting that alternative strategies that disrupt the discourse constituting existing structures need to be explored.

The objective of the proposed conceptual model is to illustrate a blueprint for ‘disrupting the discourse’ on equity in sport organizations by embedding equity in organizational design (OD). The dimensions of OD operate as the contexts through which new logics can be introduced into organizational systems, both formal and informal (Thornton & Ocasio, 2008).

Institutional logics (e.g., isomorphism) are "the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules” (Thornton & Ocasio, 2008, p. 101), or the principles, that constrain cognition and behavior of organizations and individuals. Organizational policy (written) or office norms (communicated) are examples of manifested sets of logics. Thornton, Ocasio, and Loundsbury (2012) proposed that organizational behavior is the manifestation (i.e., operationalization) of logics, and thus OD frameworks are ideal for platforming logics as the theoretical parameters for organizational decision-making. OD has six dimensions that have been validated as explaining the variance between organizations: a) complexity, b) hierarchy of authority, c) formalization, d) centralization, e) specialization, and f) standardization (Pugh et al., 1968). The devil is in the details of the six design dimensions: they are the contexts through which agential and structural logics recursively constitute and reorganize the organization (Giddens, 1984), and thus are optimal sites for embedding equity logics in organizational infrastructure.

Where coupling institutional logics with an OD framework provides, respectively, a method (Thornton & Ocasio, 2008) and context for disrupting the discourse, a systems approach provides for ‘carrying’ restructured formal and informal equity logics (i.e., reorganization); logics and social systems are fundamentally coupled, as institutional systems are the carriers of logics (Scott, 2001). The elemental information paths that carry logics in systems are a) resource configuration (throughputs; i.e., organizational production); b) feedback loops (internal and external); and c) reorganization (i.e., institutional work; Meadows, 2008). In this model, information paths represent how logics “travel”, or manifest as both a) the institutionally imposed parameters for decision-making (structure) and b) formal and informal feedback loops from subsystems or organizational members (agency).

The conceptual model, which situates equity in organizational infrastructure, is proposed as a strategy to disrupt the discourse that constructed the need for organizational equity strategies in the first place. The model illustrates how equity logics (parameters; loadings), embedded in the dimensions of OD (variables) and carried by the informational paths in systems (theory), can reconstruct the discourse on equity in sport organizations. Where agential and structural logics recursively pattern OD, the dimensions perform as an infrastructural context for weaving equity logics into the fabric of organizations (Kikulis et al., 1989).
Coaches Impacting Parental Involvement: A National Study of Girl’s Youth Sports

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Philip Veliz, University of Michigan

Virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-092
Session: Youth Sport I

Introduction: Youth sport has an important relationship triad essential to success, it is the relationship between coaches-parents-athletes, also known as the ‘athletic triangle’ (Smith, Smoll, & Smith, 1989). This relationship triad is important to student-athletes participation, enjoyment, and their potential (Wylleman & Lavalle, 2004). As youth sport becomes more professionalized, it increases the demands placed on parents and coaches (Brustad, 2011; Smoll, 2011). This increase in professionalization also increases the need for parents and coaches to interact (Knight & Harwood, 2009). The nature of the interactions that exist between parents and coaches can have an impact on the development of a child (Davis & Jowett, 2010). The parent-coach relationship shifts as athletes develop and move to different competitive levels of sport, which changes the nature of the parent-coach relationship (Jowett & Timson-Katchis, 2005; Wylleman & Lavalle, 2004).

Therefore, the purpose of the current study is to understand how coaches impact parental involvement in sport. In order to understand the athletic triangle of relationships, a call has been made for research in different sport context and studies incorporating all three actors in the relationship (Knight & Gould, 2017).

Methods: An online survey was administered to girls between the ages of 7–13 who currently participate in sports and to their parent to inquire about girls’ and their parents’ perceptions and experiences related to coaching. A nationally representative sample girls (N=1,129) and their parents (N=1,129) participated in the survey by YouGov. The major dependent variable that measured parental involvement was a sum of thirteen items that asked parents a range of questions like “attend practices” to “coach or instruct the team” (Cronbach’s alpha = .626). The measure of parental involvement ranged between 0 and 13 (Mean = 5.27, SD = 2.34). The major independent variables that measured the characteristics of coaches was measured with thirty-one different items that asked parents a range of questions like “your daughter’s coach is easy to talk to” to “rewards effort over outcome”. Multivariable analysis was used to determine the most salient coach characteristics that predicted parental involvement.

Results: The multivariable analysis found several coach characteristics that were negatively associated with parental involvement (when controlling for confounding factors). In particular, parental involvement in their daughter’s sport decreased as a function of not viewing the coach as ‘encouraging team members to have fun,’ not ‘promoting healthy competition,’ not ‘promoting integrity and honesty,’ not ‘rewarding effort over outcome.’ Additionally, parental involvement decreased if the coach was a woman and if the sport included both boys and girls. Parental involvement increased as the level of competition increased among the sample. Moreover, parental involvement increased the more their daughter did not like their coach.

Implications: The results of this study show that nurturing and maintaining the athletic triangle relationships is not as simple as having a ‘nice’ coach. Further research could look at comparing the same variables for boys and their parent’s involvement.
College Sports as an Institutionalized Foreclosure

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Elodie Wendling, Georgia State University

Management - Other (College Sport)  virtual asynchronous
20-minute oral presentation (including questions) Session: Organizational Theory II

Abstract 2020-093

Student-athletes, in comparison to most college students in the US, navigate different ecosystems as they matriculate through college. Student-athletes often face demands that necessitate the ability to balance multiple roles, interests, and goals, making their collegiate experience distinct from the general student body (Gayles & Hu, 2009; Jolly 2008). The physical fatigue, pressures to perform, and extensive time demands of athletics often leave athletes with limited time and energy to pursue a quality education or engage in social, professional, and non-athletic activities (Denny & Steiner, 2009; Wendling, Kellison, & Sagas, 2017). Despite the aforementioned evidence that describes the process of student-athlete development, a conceptual framework that amalgamates insights from the sociological, organizational and developmental psychology literature has yet to be advanced. Similar models have served as catalysts for advancing research on college student development (e.g., Cote, 2006) and interventions that better shape the development of young adults matriculating through American colleges.

Organizational ecology theory advances that workplaces are complex systems in which both social and physical systems co-construct work processes, organizational cultures, and policies (Becker, 2007). The purpose of this study is to introduce an integrative perspective on the identity development of student-athletes that is informed by organizational ecology theory and framed on the emerging adulthood and identity formation literature (viz., Arnett, 2004; Cote, 2006). The model provides evidence of a clear dichotomy in the ecological systems that shape American college athletes' experiences in comparison to their non-athlete peers.

On the one end of the spectrum, we described a developmental pathway that is anchored by an institutionalized moratorium (IM) ecological system. Although developmental challenges of institutionalized moratoria are recognized, most college students can benefit from this system as it provides them with an extended period of time in which they can explore various aspects of their life prior to fully endorsing identity commitments for adulthood. Indeed, college students today are exposed to a broad range of options, increasing their possibilities pertaining to work, ideological worldview, and relationships (Arnett, 2002).

On the other end of this developmental spectrum, we advanced that intercollegiate athletics is comparable to an institutionalized foreclosure (IF) ecological system. This pathway requires student-athletes to matriculate in a system that is regimented and controlled (e.g., by NCAA policies, coaches) and leaves little freedom to explore interests and experiences outside of athletics. The foreclosure aspects of this life phase refer to highly restrictive and constrictive social and cultural expectations, norms, and experiences that the college sport system demands of college athletes (Menke, 2010). Some of the repercussions of this system include limited career identity beyond sport, making the transition to life after college sport and into adulthood more intricate to navigate.

The model outlines specific propositions that predict developmental benefits and costs of each pathway and provides college sport researchers with several future directions. Further, intervention strategies are offered that could alleviate the costs of the IF developmental pathway. Recommendations framed on a balanced developmental pathway, which lies in between the IM-IF spectrum, provide the most viable solutions for organizational change and policy efforts.
College Student Perceptions of Professional Development Through Sport Management Club Participation

Emily J. Houghton, Minnesota State University, Mankato  
Erica J. Zonder, Eastern Michigan University  
Brenda A. Riemer, Eastern Michigan University  
Keith Christy, Adrian College

Management - Other (Other)  
Poster  
Abstract 2020-094  
virtual asynchronous  
Session: Poster Session II

Traditionally, college students engaged in learning within the classroom setting. College students can also learn in extracurricular activities such as internships and student clubs (Brown & Johnson, 2018). While research in the field of sport management has focused on the role of internships in professional development (e.g. Hayes & Mudrick, 2018; Young & Baker, 2004), less research has focused on the role of sport management clubs and how club participation may enhance a club member’s professional development. The purpose of this study was to examine sport management student perceptions of the role that sport management clubs play in their professional development.

A survey about sport management club involvement was sent to sport management majors via Survey Monkey. In order to maximize return rate, surveys were emailed twice, with three weeks separating the distributions. A total of 124 usable surveys were returned (31.34% women, 67.16% men, and 1.49% preferred not to answer). The participants were members or nonmembers of sport management clubs at Division I, II, and III schools. The survey consisted of 21 questions including demographics, Likert scale questions, and open-ended follow up questions. The questions explored why students joined the club and then how they used it, as well as what benefits, skills and/or knowledge they believed they gained from their participation.

The primary reason that students identified as their reason to join the club (benefits sought) was to learn more about internship and job opportunities (60.32% “very much”), followed closely by networking with industry professionals (53.97%) and sport management faculty (47.62%). In terms of benefits actually gained, students most “somewhat” and “strongly” gained in resume-building (40.74%), building interpersonal skills (40%), and also learning more about internship and job opportunities (43.63%). In terms of skills or knowledge, students felt that they “somewhat” or “highly” developed skills such as oral communication (43%), event planning (33.33%), leadership (35.3%) fundraising (31.37%), and especially networking skills (49%). Of those who attended club meetings, they typically attended 1-2 per semester, and yet 71% reported not attending any club-related non-meeting events. Those who attended events were asked what types of events they attended, and across all three schools, the most common answer was a sporting event with a networking-with-executives piece, including NBA and minor-league baseball games. Also, oft-cited were NFL team-sponsored professional development conferences.

This poster will present full results across the aforementioned categories, as well as analyze and discuss other questions including leadership roles within the club as well as reasons and barriers preventing sport management club participation, with an eye toward contributing to the scant research in this field and recommending best practices.
College Student-Athletes Perceptions of their Faculty Interactions

Sergio Molina, Missouri Western State University
Regan Dodd, Missouri Western State University
Eric Kramer, Troy University

Management - Organizational Behavior (College Sport)  virtual asynchronous
Poster
Abstract 2020-095  Session: Poster Session II

Review of Literature

Many student-athletes (SAs) report enhanced struggles to succeed academically due to high demands associated with being a SA. With a good amount of time spent in athletic practices along with missed class time due to academic competitions, some SAs need additional academic support. One potential resource to combat this problem would be for SAs to develop stronger relationships with faculty members. Faculty from an NCAA Division II institution, however, have reported having prejudicial attitudes and stereotypes toward SAs, which may have prevented some SAs from wanting to interact with faculty (Baucom & Lantz, 2001). Additionally, over one-third of SAs from a NCAA Division I institution reported they were negatively perceived by faculty (Simons, Bosworth, Fujita & Jensen, 2007). SAs in more recent studies have reported more positive experiences interacting with faculty, but their specific experiences differed based on gender, academic performance, class affiliation and sport played (Parsons, 2013; Williams, Colles & Allen, 2010). The purpose of this study was to gain a better understanding of SAs academic experiences and their perceptions of interactions with faculty.

Methods

Data was collected from 303 NCAA Division II SAs across 16 sports within one university. A modified version of the Academic Experiences of Student-Athlete Survey (Parsons, 2013; Simons et al., 2007) was developed and administered to the SAs by athletic administration, which did not include athletic coaches. Demographic data and descriptive statistics were analyzed. An assumed unequal variance t-test was used to compare differences separately between independent groups: 1) gender, 2) transfer status, and 3) academic year status comparing freshmen to upper classmen (i.e., juniors & seniors).

Results

Overall, SAs felt in general that faculty had neutral to positive perceptions about them, with female athletes having statistically significant more positive perceptions. When SAs perceived a negative attitude from faculty based on SAs’ status (statistically significant results were displayed within all three comparison groups), the majority responded they wanted to work hard to show SAs are good students. Findings also support previous literature that male SAs are less likely than female SAs to identify as athletes in front of their faculty members (Williams et al., 2010). This study also found similar differences between upper classman and freshmen with upper classmen not wanting to identify as SAs.

Conclusions and Future Research

Overall, findings supported those from Parsons (2013) and Williams et al. (2010). SAs in the current study wanted to work hard to show they were good students. Male SAs perceived their SA identification played a positive and negative role in their academics and faculty interactions. These results suggest that an increased amount of time should be spent discussing with SAs the importance of faculty and SA relationships. Additional time may need to be dedicated to upper classmen and male SAs whose perceptions tended to be less positive than their comparison groups. Future research should examine relationships from the faculty perspective to look for similarities and alignment in perspectives, develop ways to improve relationships, and continue to track data across time.
Creating and Maintaining Diversity and Inclusion with Sport: The Role of Positive Institutional Work

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Management - Diversity (Other)  virtual asynchronous
Poster  Session: Poster Session I
Abstract 2020-096

Sport is a context where the very best and very worst of diversity and inclusion practices are routinely manifested. On the one hand, cases of harassment, abuse, prejudice, and discrimination are abundant (Almasy & Close, 2018; Chappell, 2018; Wolken, 2018). On the other hand, there is growing evidence that diverse and inclusive sport organizations enjoy far better organizational outcomes than do their less inclusive counterparts. Sport organizations that foster diversity and inclusion may attract otherwise marginalized sport participants (Spaij, 2015), attract and keep talented employees (Fink, Pastore, & Reimer, 2001, 2003), realize workplace improvements and outperform their less inclusive peers on objective measures of performance (Cunningham, 2009a, 2011b).

Though researchers have devoted considerable time to understanding the outcomes of diversity and inclusion, or a lack thereof, they have devoted less attention to theorizing about the topic. To be sure, some scholars have developed models of inclusive diversity strategies, focusing on what an idealized sport organization might resemble (Cunningham, 2009b; DeSensi, 1995; Doherty & Chelladurai, 1999; Fink & Pastore, 1999). Although they contribute to the understanding of diversity in sport organizations, much of the theoretical work ignores the creation and maintenance of diverse and inclusive spaces. How, for example, do organizations characterized by diversity and inclusion maintain such a culture, particularly given the transient nature of sport organization coaches, athletes, and staff (Lee & Chelladurai, in press; Raedeke, Warren, & Granzyk, 2002) (RQ1)?

We seek to fill this gap in the literature and answer this question in two ways. First, drawing from the tenets of positive institutional work (PIW; Nilson, 2015), we develop a perspective for creating and sustaining progressive institutions of diversity and inclusion within sport organizations. PIW provides an inclusion-based framework for instituting positive cultures and ideals within organizations. This framework accounts for the unique lived experiences of individuals and provides the necessary flexibility within institutional structures to adapt and adjust to individual perceptions. PIW adopts the logic of agency as an inquisitive process where actors seek to understand and account for all perspectives in the creation and maintenance of institutional structures. Thus, we argue that inclusivity and equality within sport may be achieved through the practices within this framework. Second, we conducted on-site observations (over 50 hours) and qualitative interviews with employees (N = 72) at four progressive sport organizations.

Our sample was mostly Caucasian (68.3%), heterosexual (87.5%), and male (62.9%). After using NVivo 12 software to analyze the interview transcriptions and field notes, our findings illustrate how PIW has been activated within the sport industry. Four main themes emerged from the data: Inclusion Matters for Everyone, Embrace Ambiguity and Fluidity of Practices, Importance of a Learning Mindset, Welcome Difficult Conversations, Ensure Inclusion does not Exclude. During the presentation, we will further discuss how inclusivity and equality within sport may be achieved through the practices of PIW. Additionally, we suggest that PIW offers the means necessary for achieving institutional stability. Especially for those endeavoring to institute inclusivity, PIW may be effective at minimizing conflicting logics which tend to destabilize institutions (Besharov & Smith, 2014).
Introduction: The manner in which college coaches leverage their network of coaching colleagues to identify and implement new strategies and tactical schemes remains elusive. Social network theories combined with diffusion of innovation theories offer a compelling way to both visualize and enhance understanding of how new strategies evolve and spread amongst coaches and their networks.

Theoretical Models: Utilizing social network theory and diffusion of innovation theories in combination with social network analysis methodologies, it is possible to visualize and mathematically analyze opportunity for new ideas to emerge and spread. In the case of college coaching, creating a network which illustrates the connections coaches have formed with mentors and peers that considers the on-field schemes and strategies those coaches utilize can help explain the pipelines of information which exist and spread different strategies and ideas throughout the NCAA's Football Bowl Subdivision.

The theory of weak ties in social network science studies posits that having many weaker ties, or distant acquaintances, within a social network is beneficial for developing and being an early adopter of innovative strategies (Granovetter, 1973; Seebauer, 2015). This is the result of those weak ties being more likely to advocate for innovative ideas and approaches (Seebauer, 2015). The structural holes theory suggests it is important for an individual to add people to their network who have unique expertise because it provides new information to that network (Burt, 2017). However recent work in this area has expanded upon these premises to suggest that having strong ties could also be important because an individual who focuses on one specific source of information can innovate from acquiring expert knowledge (Rhee and Leonardi, 2018).

Methods: Social network analysis methods will be used to explore and evaluate the underlying network structure and the emergence and spread of innovative offensive and defensive strategies in the network of FBS coaches. A network plot will be created with the nodes representing the 200 most recent head coaches in FBS college football and their ties between other coaches (nodes). Next, the researchers will utilize secondary sources to gather data on what specific offensive and defensive schemes coaches incorporate, as well as the success of the head coach via their win percentage. Utilizing this data, an Exponential Random Graph Model will be used to analyze how strategies spread in the network of FBS coaches, and how successful the coaches who utilize these strategies are.

Results and Discussion: For this presentation, the introduction to the elusive problem of the emergence and spread of innovation among coaches will be introduced through the lenses of social network and diffusion of innovation theories. The construction of the social network map among coaches will be described and results of the network modeling and strategy evolution simulations will be explained. Implications for social network and diffusion of innovation will be explored and strategies for optimally leveraging these theories and the results of this network analysis of college coaches will be proposed.
Developing a Framework of Strategic Types in Community Sport

Kristen Morrison, University of Waterloo
Katie Misener, University of Waterloo

Management - Strategic Management (Community Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Strategic Management/Governance
Abstract 2020-098

Community sport organizations (CSOs) such as hockey, soccer, and swimming clubs are typically governed by a volunteer board of directors responsible for the strategic direction of the club (Hoye, Cuskelly, Auld, Kappelides, & Misener, 2019). Much like other grassroots nonprofits, CSOs face capacity challenges (e.g., reliance on volunteers, competition for funding, and rising costs of infrastructure) that may prevent them from effectively utilizing strategic planning (e.g., Doherty, Misener, & Cuskelly, 2014; Wicker, Breuer, & Hennigs, 2012). Given this complex environment, a greater understanding and application of strategy is needed so that CSOs can effectively plan for and deliver sport programming in their communities. To date, there has been little research on strategy in nonprofit sport organizations with a few exceptions (e.g., Ferkins & Shilbury, 2012; Thibault, Slack, & Hinings, 1993, 1994). Even less is known about the use of strategy by CSOs aside from research on organizational capacity which has demonstrated the need for a better understanding of planning and development within CSOs (e.g., Doherty et al., 2014; Millar & Doherty, 2018).

This study is part of a larger research program that seeks to understand the nature of strategy in the community sport context guided by three elements, shown to influence a strategy and its performance (cf. Pettigrew, 1987). These elements include: content (the subject of the strategy), context (pre-existing conditions and forces within an organization’s environment), and process (the management of actions that influence a strategy’s formulation and implementation) (Pettigrew, 2012). A prior phase of the research examined the content of CSOs’ strategies, identifying the focus and key components of organizational strategy in this context. The current study builds on these findings by developing a framework of strategic types in CSOs, akin to Thibault et al.’s (1993) early research in national sport. The following three research questions guide this study: (1) What are the contextual elements and strategic imperatives (i.e., major change or goals) that CSOs consider when developing strategies?; (2) How can CSOs be classified into strategic types based on these factors?; and (3) What are the organizational characteristics of CSOs in each strategic type?

Semi-structured interviews are underway with Presidents of Ontario-based CSOs from a range of sports (N=20), identified from public websites as having a formal (i.e., written) strategic plan. The interview guide was developed to elicit insights regarding CSOs’ contextual elements (e.g., structure, culture, capacity, community demographics, competition), organizational characteristics (e.g., structure, age, linkages with stakeholders), and strategic imperatives, (e.g., membership growth, volunteer appeal, and new funding streams; Thibault et al., 1993, 1994). Data collection and verbatim transcription is expected to be completed by December 2019. The transcripts will be analyzed in a multistep approach to identify patterns in the data (Krueger & Casey, 2009).

Findings are expected to contribute to the literature by developing of a framework of strategic types that exist in community sport, enhancing our understanding of the environment in which CSOs operate and the diversity of approaches to strategy in CSOs. Implications for practice and future research will be discussed in the presentation.
Effects of Employees’ Extra-Role Behaviors on Organizational Performance: An Assessment of Minor League Baseball Team Front Offices

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Christopher Barnhill, Georgia Southern University
Hojun Sung, Incheon National University

Management - Organizational Behavior (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Organizational Behavior II

Abstract 2020-099

Much like their counterparts in other industries, sport organizations place an emphasis on generating extra-role behaviors (ERB) from their employees. The sport industry has generally felt an increased pressure to improve organizational performance, in particular, revenue generation due to higher expectations of professionalization from stakeholders (Hoeber & Hoeber, 2012), and increased financial obligations (Troilo, Bouchet, Urban, & Sutton, 2016). ERB can have significant impacts on organizational level outcomes including indicators of performance (Hart, Gilstrap, & Bolino, 2016). ERB are often defined by organizational citizenship behaviors (OCB) (Lepine, Erez, & Johnson, 2002), but they can also include Innovative Work Behaviors (IWB), as well (Janssen, 2000). By engaging with these ERB, employees may go above the minimum standards, which could improve perceived service quality (Husin, Chelladurai, & Musa, 2012) or productivity (Scola, Schaeperkoetter, Lower, & Bass, 2017), eventually leading to improved organizational outcomes.

A number of factors could influence this relationship between ERB and organizational outcomes. Smaller organizations, such as sport-based small business enterprises (SBEs), operate with less formality and flatter bureaucracies that necessitate individuals to work outside their role (Atkinson, 2008; Nadin & Cassell, 2007). The scholarship also indicates the necessity to achieve formal objectives may hinder SBE employees’ willingness to engage in ERB (Atkinson, 2008; Nadin & Cassell, 2007). Many sport organizations fall under the category of sport-based SBEs (Barnhill & Smith, 2019). The research in sport examining the relationship between ERB and organizational outcomes has been mixed, with issues related to the measurement of performance outcomes (Husin et al., 2012; Rocha & Turner, 2008; Scola et al., 2017). While not examining the relationship of ERB and organizational performance, previous research related to Minor League Baseball (MiLB), organizational performance has been operationalized as attendance demand (see Agha & Cobb, 2017). Therefore, the purpose of this study was to examine the effects of employees’ extra-role behaviors on desired organizational outcomes in sport.

Using a sample of front office employees (N=216) from affiliated full-season MiLB franchises, OCB and IWB were measured prior to the season during a period when study participants were engaged in strategy development and planning activities for the upcoming season. Using average game attendance as a proxy for organizational performance, this study sought to examine whether OCB and IWB of employees influenced this important organizational outcome. An empirical model controlling for extraneous factors was developed and tested. Results revealed organizational citizenship behaviors of front office employees positively affected attendance during the season for Triple-A and Double-A level franchises. No significant effects between employees’ organizational citizenship and team attendance was seen in lower level teams. Employees’ innovative work behaviors were not significantly related to team attendance. The current study indicates that these sport organizations may not be benefitting from the behaviors it celebrates in its employees, namely the ERB. This study has demonstrated that context specific factors can substantially alter expected employee and organizational behaviors.
Elite Athletes & Mental Health: Building a Help-Seeking Culture

Stacy Warner, East Carolina University
David W. Walsh, University of Houston
Christine Habeeb, East Carolina University

Management - Organizational Behavior (Elite Sport)

Given that one in five U.S. adults face mental health issues, it is not surprising that mental health issues in sport are increasing (Affleck, 2019; National Institute of Mental Health, 2019). When combined with social stigmas, pressure and scrutiny, elite athletes are especially at risk for mental health issues. Similar to physical health, the “under-reporting of mental health concerns in athletes is a significant concern” (Rao & Hong, 2016, p. 136). A burgeoning line of research consistently has demonstrated that it is vital for sport managers to understand the community and support that is created within a sport setting as this has direct implications on an athlete’s experiences and well-being (Berg & Warner, 2019; Warner, 2019; Warner & Dixon, 2011). Consequently, addressing mental health issues within sport requires an examination of the environment, from the athlete perspective, in an effort to better understand how a help-seeking culture can be built. Thus, the guiding research question for this study is “what are the barriers and facilitators that contribute to an athlete seeking help?”

Using a qualitative design and best practices approach (Bardach, 2012), evidence on the factors that impact whether athletes seek help was gathered via nine focus groups (n=30). The best practices approach has been widely applied in organizational research and practice because the purpose is to identify techniques, factors, and processes that can strengthen an organization’s effectiveness (Bardach, 2012). With this approach at the forefront, a semi-structured focus group format was used. Guiding questions included: “If you were experiencing a concerning situation would you seek help? Why or why not?” The results indicated that Athlete Culture (sub-themes Businesslike and Toughness), Administrative Connections, and Resources have the greatest impact on athlete help-seeking. Athlete Culture encompassed the environment and expectations that today’s athlete encounters. The sub-themes Businesslike captured the sport being like a “job” and athletes being treated as tools and machines, while Toughness was defined as not being able to show weakness. Administrative Connections, which were the genuine relationships with people in positions of power, was also an important factor in determining whether or not an athlete would seek help. Lastly, Resources included the programs, initiatives, and services available to athletes.

From a practical standpoint by treating athletes as humans foremost, rather than a commodity or employee, and being more aware of the negative discourse that praises the “no pain, no gain” mentality, progress on athlete help-seeking can be made. Sport managers also should consider the importance of connecting athletes with people in power. This work provides direct evidence that in order for athletes to seek help, they need to develop relationships beyond the playing field. Last, the resources and campaigns surrounding sport are important components to changing stigmas and creating a help-seeking culture and should not be overlooked. In summary, this study provides important evidence, from the athlete perspective, on how sport managers can better build a help-seeking culture for athletes. Additional practical implications and future directions of the research will be provided.
Examining the Change in Leadership Process Through a Social Construction of Leadership Lens among Intercollegiate Athletes

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Zack Damon (Advisor), University of Central Arkansas

Management - Leadership (College Sport)  virtual asynchronous
Poster
Abstract 2020-101  Session: Poster Session I

Introduction and Relevant Literature

Much research has been done on leadership in sport, spanning numerous theories, processes, and contexts (Welty Peachey, Damon, Zhou, & Burton, 2015). Despite the historical presence of leadership in sport management research (Welty Peachey et al., 2015), little research has examined the nature of changes in leadership and the accompanying processes during the change. Researchers have mainly focused on turnover intentions among employees (Wells & Welty Peachey, 2011), intercollegiate athletic department personnel (Welty Peachey, Burton, & Wells, 2014), and gender differences among leaders (Wells, Welty Peachey, & Walker, 2014). However, leadership succession (Hargreaves, 2008) remains an area in need of further exploration in order to determine best practices for changing leadership (Gill, 2010) and selecting a new, effective leader. Otherwise, teams and organizations risk choosing someone unfit for a leadership position (Kotter, 2008).

To aid in examining the leadership succession process, we believe the social construction of leadership to be a viable lens to inform the process. The social construction of leadership relates to the perception of others as potential leaders (Billsberry et al., 2018). A key population, which can possess leadership positions on intercollegiate athletic teams are the student-athletes (Staurowsky, 2014), particularly those who obtain a formal leadership position as a team captain. However, besides a team vote or a coach appointing the team captains, little is known about how or why student-athletes perceive certain teammates over others to be leaders. Particularly during the offseason for a team when the previous captains are no longer on the team. With no formal team captains, the players are open to perceiving others as potential leaders (Billsberry et al., 2018). Therefore, the purpose of the current study is to examine how student-athletes perceive themselves and their teammates as leaders, and how such perceptions affect who becomes a team captain. The following research questions guided our study:

RQ1: How do student-athletes perceive themselves or their teammates as leaders during their offseason?

RQ2: How do such perceptions affect who student-athletes choose to be their team captains?

Method

To address the above research questions, a time series questionnaire approach (Bauer, Erdogan, Liden, & Wayne, 2006) will be employed in Spring of 2020, during an intercollegiate women’s soccer team’s offseason. The questionnaire will consist of open-ended questions related to the social construction of leadership, and ask participants to rate their own leadership capabilities and those of their teammates. Three time points of data collection will occur, in adherence to previous time series research (Bauer et al., 2006): one week before we conduct a leadership seminar for the team; at the end of the seminar; and time three will be collected approximately three weeks after the seminar when the new team captains will be identified.

Implications

We expect results to yield that student-athletes who are perceived the most by their teammates as leaders will become the new team captains. We believe the results will also enhance our understanding of the leadership succession process through the social construction of leadership.
Examining the Role of CSR on Employee Attitudes in Sport and Recreation Organizations

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Brent D. Oja (Advisor), University of Northern Colorado

Management - Corporate Social Responsibility (Community Sport)  
virtual asynchronous
20-minute oral presentation (including questions)  
Session: Corporate Social Responsibility

In corporate social responsibility (CSR) literature, sport management scholars have highlighted the significant role of employees and called for the elusive “win-win” proposition for organizations and one of their key internal stakeholder groups (Babiak, 2010; Walker, Hills, & Heere, 2017). Employees are among an organization’s key stakeholders and, as such, are likely to be directly impacted by an organization’s CSR efforts. Scholars have found that high perceptions of CSR can lead to increased job engagement and satisfaction (Glavas & Kelly, 2014). Yet, absent from the CSR literature is an exploration as to how employees psychologically experience CSR (Rupp & Mallory, 2015). The shift in focus has given way towards focusing on the positive psychology of employees; particularly in sport (e.g., Kim et al., 2017; Swanson & Kent, 2016).

Thus, the primary objective of this study is to better understand the psychological mechanisms linking CSR to workplace positivity. Derived from positive organizational behavior, psychological capital (PsyCap), a higher-order construct of hope, efficacy, resilience, and optimism (Luthans, Youssef, & Avolio, 2007), has been identified as a potential mediator between antecedents and employee outcomes (Avey, 2014). Given recent calls for more research on predictors, this study proposes favorable employee perceptions of their organization’s CSR will likely lead to positive workplace attitudes via their PsyCap. To address the knowledge gap, this study hypothesized that the mediating effect of PsyCap through sport employees’ perceptions of CSR and their job engagement (H1) and job satisfaction (H2).

Data were collected through an online survey from (N = 705) employees working for community sport and recreation organizations across the United States. The scales included measures for perceived CSR (Turker, 2009), PsyCap (Luthans et al., 2007), job engagement (Saks, 2006), and job satisfaction (Cammann, Fichman, Jenkins, & Klesh, 1983). Hayes’ (2013) conditional process model was used to estimate indirect effects with 5,000 bootstrap samples and bias-corrected 95% confidence intervals. After controlling for age, gender, and organizational tenure, results revealed that PsyCap partially mediated the relationship between perceived CSR and job engagement (Indirect = .19, SE = .02, CI [.14, .24]) and job satisfaction (Indirect = .25, SE = .02, CI [.19, .30]). Thus, H1 and H2 were supported.

With the focus on sport and recreation employees’ workplace attitudes, the current study tested a model that showed significant indirect effects of PsyCap between CSR and job engagement and job satisfaction. The findings indicated the importance of developing employee-focused programming centered around socially responsible initiatives and psychological development opportunities. Additionally, making improvements to certain human resource management practices has the potential to elicit positive employee attitudes. This could be put into practice by investing in the development of employees’ positive psychological resources.
Experience and Construction of Mental Health among Female Sports Officials

Jacob K. Tingle, Trinity University
Brittany Jacobs, Nichols College
Lynn Ridinger, Old Dominion University
Stacy Warner, East Carolina University

Management - Diversity (Other) 20-minute oral presentation (including questions) virtual asynchronous
Abstract 2020-103 Session: Mental Health

In sporting communities mental illness continues to be stigmatized. For an athlete, mental toughness is celebrated, and weakness is often admonished (Bauman, 2016). Nevertheless, athletes, similarly to one in five U.S. adults (National Alliance on Mental Illness, 2018), experience mental health problems, and women are especially at risk (Storch et al., 2005). Female athletes are nearly twice as likely as their male counterparts to experience mental health issues (Breslin et al., 2017; Gorczynski et al., 2017). Several sport organizations, including the NCAA and National Association of Athletic Trainers, have identified addressing mental health issues among athletes as a priority (Brown et al., 2014). While a greater focus on improving and destigmatizing athlete mental health issues is a necessary step, it is also pertinent to understand how other members of the sporting community are impacted. Sports officials are key stakeholders, who, due to fan abuse and stress, routinely face mental health risk factors as part of their role. As with athletes, research indicates that referees experience high levels of role-related stress (e.g., Anshel & Weinberg, 1999; Rainey, 1995; 1999).

Despite the calls to address mental health issues in the athlete population, referees have been categorically excluded from this narrative. Indeed, there is a dearth of literature examining the well-being of these individuals. Further, to date, no research has specifically examined female sports officials’ mental health. Given the shortage of referees (Jacobs et al., 2019; Ridinger et al., 2017; Warner et al., 2013) and staggering statistics related to the need for more female officials (e.g., Nordstrom et al., 2016; Schaeperkoetter, 2016; Tingle et al., 2014), it is vital to explore the mental health of female sports officials. In order to improve the sport experience for all, it is important to better understand experiences of female officials and learn how best to address mental health concerns of this overlooked group. Thus, the purpose of this research is to examine mental health as experienced and understood by female referees.

Twenty female basketball referees participated in semi-structured interviews conducted by the researchers. Interview questions focused on knowledge, perceptions, and experiences associated with mental health issues in the context of sports officiating. Participants were asked about both the mental health challenges and benefits of officiating. After all interviews were recorded and transcribed, thematic analysis (Braun & Clarke, 2006) was completed by the researchers. The initial analysis suggests: mental health resources are needed; access to resources are limited or not available; and that mental health issues continue to be stigmatized within the officiating community. While officiating is rife with stressors, many participants saw their on-court officiating role as a means to cope with stress. The physical activity and mental acuity necessary to officiate required the referees to block out other mental stimuli. Thus, the participants were able to ‘quiet their mind’ and many found the court to be a place of reprieve.

Further analysis and practical applications for sport managers to address the shortage of female sporting officials and to improve the overall officiating experience will be discussed.
Exploring Capacity to Serve a Sport Club Mission

Ryan Clutterbuck, Brock University
Shannon Kerwin, Brock University

Management - Organizational Capacity (Community Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Organizational Capacity
Abstract 2020-104

Organizational capacity is the foundation for sport club functioning (Millar & Doherty, 2016), and given the prevalence of limited budgets and the need for conservative use of resources, sport managers must understand and strategically manage their capacity (Misener & Doherty, 2009; Sharpe, 2006). In Canada, the Canadian Sport Policy (2012) advocates a direct mandate for national sport organizations (NSOs), provincial/territorial sport organizations (P/TSOs), and club level coordination of sport delivery across the country. However, many sport clubs function with limited organizational capacity to carry out the vision, policies, and requirements of their national and provincial sport governing bodies. Therefore, it is important to examine the capacity strengths and weaknesses of clubs within sport networks to determine best practices and to ensure the efficient development and deployment of organizational resources within a larger sport system (Doherty et al., 2014; Millar & Doherty, 2016; Svensson & Hambrick, 2016; Wicker & Breuer, 2014; 2013). Yet, P/TSOs that operate in connection with – and may be leaders to – sport clubs that serve small (e.g., approximately 50 members) and large memberships (e.g., 1,000 or more members) with relatively few resources are notably absent from the capacity literature. Relatively little is known, for example, about the mechanisms or processes by which P/TSOs can facilitate and support development of organizational capacity with their local sport clubs. Therefore, the purpose of this project is to examine the capacity of one sport’s clubs to fulfill the mission of the P/TSO and to explore the P/TSOs efforts to build capacity with [and for] their member clubs. Stakeholder theory will be used to frame the understanding of organizational capacity in this context. It suggests that it is important to consider multiple constituency groups (e.g., sport clubs) when exploring the management of capacity of a given entity (e.g., P/TSOs). The current project is in progress and utilizes a multiple-case study methodology (Patton, 2015). Semi-structured interviews are being conducted with representatives from the P/TSO and sport club presidents to determine the clubs strengths and weaknesses in various organizational capacity domains (i.e., human resources, finances, relationships and networks, infrastructure, and planning and development capacity), and the perceived ability of the clubs to serve the mission of the provincial governing body. Findings from this research will enhance understandings of capacity and the unique relationship between entities at multiple levels of a sport system.
Exploring the Role of Mentorship in Achieving NBA Success: Narratives Told by Nine Naismith Memorial Basketball Hall of Fame Inductees

Mark Lasota, University of New Mexico
Todd Seidler (Advisor), University of New Mexico
David Scott (Advisor), Texas A&M-Corpus Christi
Arlie Woodrum, University of New Mexico
Wade Gilbert, California State University, Fresno
Douglas Thomas, University of New Mexico

Management - Leadership (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Leadership III
Abstract 2020-105

Mentorship is a term used loosely in professional contexts broadly referring to a process of a more experienced and knowledgeable individual providing guidance to a less experienced and knowledgeable individual. Considering the widespread application of mentoring in sport, it is imperative that professionals in the field have an understanding of mentoring and the mentoring process. Professional sports organizations, such as the National Basketball Association (NBA), are trending toward younger performers. In February 2019, the NBA submitted a proposal to the National Basketball Players Association that will lower the draft age to 18 from 19 (USA Today, 2019). In the 2019 NBA Draft, 10 of the top 15 players selected were 20 years old or younger (Pro Basketball Reference, 2019). According to several former NBA players, mentorship is critical to the growth of young players and is lacking in today’s game.

Kram (1985) suggested mentoring serves two main functions: career and psychosocial development. Mentoring is a potentially transformative career development strategy that offers benefit to the mentor, protégé, and organization (Gilbreath, Rose, & Dietrich, 2008). Allen, Eby, Poteet, Lentz, and Lima (2004) conducted a meta-analysis comparing various career outcomes of mentored and non-mentored employees and found mentored employees received higher compensation, obtained more promotions, experienced higher career satisfaction and commitment, and perceived greater opportunities for career advancement. Although sport coaches have been studied as mentors, there is a lack of research focused on the perspectives of retired professional athletes in a position to introspectively reflect on their mentoring experiences.

The purpose of our study is to examine the perceptions of retired NBA legends regarding their mentorship experiences and the impact mentorship had on their basketball careers. Through their stories, we hope to bring greater awareness to the importance of mentorship, not only for current and aspiring professional athletes, but for people from all walks of life. Furthermore, we aim to attract the attention of individuals who are supposed to be providing mentorship as well as help younger individuals become receptive to seeking and receiving mentorship. Guided by servant leadership theory, the study focuses on how mentoring helped former players make it to the NBA and then how mentoring in the NBA helped them achieve success as players. Sullivan (2019) points out that mentoring is a key tool used by servant leaders to influence followers and suggests that in order to reap maximum benefits from a mentor-mentee relationship, servant leadership qualities are necessary.

The study is in the data analysis stage. The Naismith Memorial Basketball Hall of Fame granted participant access. Semi-structured interviews were conducted with nine Hall of Fame Inductees. The method of interviews encourages individuals to provide in-depth information that resonates at a personal level and captures the subjective meaning in contextual situations (Kvale & Brinkmann, 2008). Purposive and snowball sampling techniques were used to select and recruit participants. The methodological approach is narrative inquiry, which focuses on understanding lived experiences and told stories (Creswell, 2017). The study has groundbreaking potential and contributes to leadership and organizational theory and practice.
Fairness, Safety, and Spectacle: A Look at Changes to NFL Rules and Structure Through the Lens of Institutional Theory

Karl Wernecke, East Tennessee State University  
Charles Jones (Advisor), East Tennessee State University  
Natalie L. Smith (Advisor), East Tennessee State University

Management - Organizational Change (Professional Sport)  virtual asynchronous  
Poster  
Abstract 2020-106  Session: Poster Session III

While some scholars have suggested that sport marketers “have no control or influence over competition outcomes” (Jones, Byon, & Huang, 2019, p. 65), and thus need to focus their marketing efforts on off-field mechanisms, there is evidence that administrators at the league and governing body level certainly do have influence and do consider marketing desirability when making on-field changes (Sutton & Parrett, 1992). This creates an interdependent relationship between on-field and off-field management decisions that warrants a theoretical exploration of why sport leagues frequently change their rules and structure, as well as how those changes relate to creating a more marketable product for its fans and other stakeholders.

An analysis guided by institutional theory can better explain whether these changes create an advantage for these sport organizations and the overall product (Greenwood, Oliver, Suddaby, & Sahlin-Andersson, 2008a, 2008b). The different components of institutional theory explored by scholars point to competitive advantage through internal resources and capabilities the enterprises have (Barney, 1996), the external environment (Porter & Milnar, 1985; Peng, Sun, & Pinkham, 2009), and attributed to external institutions (Oliver, 1997).

The National Football League (NFL), which generates more revenue than any North American professional sport league (Mathewson, 2019), provides an appropriate case study to examine how professional sport leagues adjust their rules and structure in response to internal and external threats in their operating environment. Since its inaugural season in 1920, the NFL has sought to achieve a balance between fairness, safety, and spectacle. They have implemented numerous changes over the years to increase fairness among its clubs, improve the safety of its players, and elevate the spectacle of its games (“Bent but not Broken,” 2019). There has been an assumption these changes have improved the core product for the fans as well as stakeholders, who have put pressure on the league for various reasons.

Therefore, through the lens of institutional theory, the purpose of this study is to identify key changes made by the NFL throughout its 100-year history regarding fairness of play, player safety, and spectacle, and how those changes related to creating a more marketable product. In line with previous research regarding organizational theory and management change (Seifried, Katz, & Tutka, 2017), this research will use a historical research approach. The addition of a play clock, instant replay, tighter protection of the quarterback and changes to the league’s playoff structure, are just a few of the changes the NFL has made to balance between fairness, safety, and spectacle. Investigating how the NFL has adapted its core offering in response to internal and external environmental factors can provide a blueprint for other professional leagues for how to respond to these forces and grow the success and reach of their leagues. Additionally, this study challenges the notion that the core product is “beyond managerial control” (Yoshida, 2017, p. 431) and extends the work of Sutton & Parrett (1992) in the context of the National Football League.
Faster, Higher, Stronger, Older: Benefits of Masters Sport and Implications for Older Adults' Participation

Swarali Patil, Western University
Sarah Deck, Western University
Alison Doherty, Western University
Craig Hall, Western University
Glen Belfry, Western University
Angela Schneider, Western University

Management - Other (Physical Activity)

20-minute oral presentation (including questions)

Abstract 2020-107

Virtual asynchronous

Session: Master's Sport

Master's sport involves opportunities for middle aged and older adults to engage in competitive sport for their physical activity and recreation. This may be a critical outlet for successful ageing (Dionigi et al., 2011), which is of increasing interest given the number of people aged 60 and over is projected to increase to 2 billion by 2050 (World Health Organization, 2011). Being physically active provides older adults with benefits, such as increased cardiovascular function, decreased incidence of Type 2 diabetes, improved bone health, and improved balance and flexibility, all resulting in a prolonging of the age of mortality (Chodzko-Zajko et al., 2009; Vogel et al., 2009).

Participation in Masters sport may provide additional benefits, such as giving meaning to life, enjoying the competitive challenge, and meeting new friends (Dionigi et al., 2011; Ogles & Masters, 2000; Smith & Storandt, 1997). However, research on the benefits (and costs) experienced by Masters athletes has been largely limited to the physical domain (cf. Gayman et al., 2016). Further research is needed to uncover psychological, social, and cognitive benefits that Masters athletes may experience, as part of the four domains of successful ageing (Geard et al., 2017), as well as the costs or constraints to participation. With this study we bring a focus on Masters-level athletes to the sport management field, where implications of costs and benefits can be addressed in the design and promotion of attractive and impactful programs and competitions.

To explore the perceived benefits and costs to Masters sport participation, we conducted in-person, semi-structured interviews with 19 women and 21 men, aged 50 years and over, who compete in Masters events, in a variety of sports. The interviews followed a conversational approach (Patton, 2015) that allowed us to obtain background information (i.e., age, sport, competitions, practice schedules) and probe for further insights. Transcript checking was employed to allow participants to correct any errors or provide any additional information (Creswell, 1998).

The findings present a profile of Masters athletes that includes "continuers" in competitive sport, "re-kindlers" after an absence from sport, and "late starters" to sport (cf. Dionigi, 2015). Independent and collaborative coding among the investigative team members resulted in consensus about emergent themes within the categories of physical (e.g., overall health, strength), psychological (e.g., self-confidence, pride), cognitive (e.g., clear mind, enhanced problem solving), and social benefits (e.g., stronger relationships with family and friends). Perceived challenges to Masters sport participation ranged from the time and financial costs of training and traveling, to injuries, to having a supportive life partner.

The findings advance understanding of the role of sport in the four domains (i.e., physical, social, psychological, and cognitive) of successful ageing (Geard et al., 2017). These new insights to the Masters sport experience have implications for the development, design, and promotion of programs and competitive events that address the benefits, and costs, in support of older adults' introduction to, and continued participation in, sport as a positive activity for successful ageing.
For the Good of the Game? A New Institutionalism Examination of FIFA and the Development of the Women’s Game

Alanna Harman, Wilfrid Laurier University
Katie Lebel, Ryerson University
Simrit Bola, Wilfrid Laurier University

Management - Organizational Change (Professional Sport) virtual asynchronous Poster
Abstract 2020-108 Session: Poster Session III

Fédération Internationale de Football Association (FIFA), the international governing body of football/ soccer, is guided by eight operating objectives including, but not limited to: promoting the game of football and its social benefits, organizing international competitions, development and enforcement of regulations, promotion of integrity, ethics, and fair play (FIFA Statues, 2019). FIFA’s statues explicitly identify “promote[ing] the development of women’s football and the full participation of women at all levels of football governance” (FIFA Statues, 2019, p. 10). In accordance with FIFA’s operating statues, FIFA has developed a “Women’s Football Strategy” (2018), which seeks to “grow participation”, “enhance commercial value”, and “build foundations”. The Confederation of North, Central American and Caribbean Association Football (CONCACAF, 2019), and Union of European Football Associations (UEFA)(UEFA, 2019), have also released strategic plans around the development of the women’s game.

While FIFA and its governing bodies have publicly focused on growing the women’s game, in practice, several instances have taken place that suggest this position has not been fully internalized by all member associations. For example, despite the fact that UEFA developed a strategic plan for the women’s game, the inaugural winner of the women’s Ballon d’Or award, Ada Hegerberg, has stepped away from her national team and did not participate in the 2019 Women’s World Cup due to frustration with how the women’s game is treated within Norway (Lewis & Davies, 2018). During the 2019 Women’s World Cup, a ticketing mishap forced fans that purchased group tickets to be split up and dispersed throughout the stadium (Bogage, 2019). Several public statements expressed dismay around the ticketing blunder and questioned FIFA’s handling of the matter. FIFA’s glacial response to Iran’s ban of women in soccer stadiums further suggests that their strategy towards women has yet to be a cemented normative within the FIFA organization.

In light of these incidents, a critical examination of FIFA’s “Women’s Football Strategy” is being conducted using new institutionalism. New institutionalism combines historical institutionalism, rational choice institutionalism, and sociological institutionalism, and posits that institutions matter in the explanation of political behaviour (Reid, 2014). New institutionalism recognizes that organizations do not exist in silos, and as such they “are often either reflections of or responses to rules, beliefs, and conventions built into the wider environment” (Powell, 2007, p. 1). New institutionalism also recognizes patterns that establish normative behaviour, or the ‘taken for granted’. As such, this analysis includes institutional historical documents (i.e., strategic plans, public statements, governing documents) and publicly documented actions by FIFA pertaining to the women’s game and examines them to better understand the prevailing social order of FIFA, and account for their organizational transformation (Ventresca & Mohr, 2002). The development of a historical understanding of FIFA’s evolution towards the women’s game may provide insight as to why institutional resistance occurs and help to better understand the development and diffusion of institutional strategies, relative to how historical patterns may act as antecedents that propel or obstruct organizations from achieving their desired strategies.
Going Deep: Leading Culture Change in Public Recreation

Florian Hemme, High Point University
Dominic G. Morais, Trinity University

Management - Organizational Change (Community Sport)
virtual asynchronous
10-minute lightning talk (including questions)
Abstract 2020-109
Session: Organizational Theory I

Whether by necessity or by choice, being in a constant state of flux has become an “inevitable feature” (Slack & Parent, 2006, p. 253) for today’s sport organizations. Prior scholarship has investigated change in industry sectors as diverse as national governing bodies of sport (Kikulis, Slack, & Hininggs, 1992; 1995), community sport (Stenling, 2013; 2014), collegiate athletic departments (Welty Peachey & Bruening, 2011; 2012), international sport associations (Hanstad, 2008), amateur sport (Skirstad & Chelladurai, 2011), professional sport (Gousens & Slack, 2005; Lamertz, Carney, & Bastien, 2008), and youth sport (Legg, Snelgrove, & Wood, 2016; Skille & Waddington, 2006). Existing research either treats the composite nature of major change projects as a methodological side note, or it tends to report on specific organizational processes or features. Such examinations of organizational change leave unanswered the question of how exactly individual members of these sport organizations navigate profound radical organizational culture change projects. This research addresses this gap.

According to Schein (2016), culture comprises three levels: basic assumptions, values and norms, and visible symbols and artifacts. Alvesson and Sveningsson (2016) proposed a somewhat stricter imagination of culture, which serves as the conceptual foundation of this research: “culture is expressed in language, stories, and myths as well as rituals and ceremonies and in physical expressions such as architecture and actions” (p. 43). Anecdotally, lasting organizational culture change has been considered impossible among management scholars (cf. Schein, 2016), but, curiously, no comprehensive empirical evidence exists to support or contradict this claim. We found evidence that such change is in fact possible, but that it requires extraordinary, and, at times, paradoxical change leadership.

We collected empirical data from 67 employees of a major North American public recreation organization (153 interviews in total, each lasting 20-45 minutes) at four different times over the course of 15 months. Shortly before the start of the study, new leadership devised a variety of changes to the organization’s culture. Interviews followed the principles of practice-based inquiry (Costa & Murphy, 2015) and employed the “two types of coding in a classic grounded theory study: substantive coding, which includes both open and selective coding procedures, and theoretical coding” (Holton, 2010, p. 21).

We found that the organization was able to change its culture along all three of Schein’s (2016) composite elements. Notably, surface-level artifacts proved to be most resilient and resistant to adaptation, which contradicts popular change management consultant lore about the ease of n-step culture change programs (cf. Kotter, 1996). Members of the organization were also resistant to adopt new values and norms, viewing that transition as akin to abandoning their personal roots and histories (cf. Hemme, Bowers, & Todd, 2017). Only once change leadership connected existing narratives to novel expectations did employees alter their physical expressions of the organization’s culture. At the heart of this successful transformation was a careful and intentional willingness of the change agent to consistently revisit, reinforce, and re communicative culture change along all its facets and to connect all steps of the process to the ritualistic expression of the organization’s identity.
Impact of Ethnic/Cultural Diversity on Team Performance in Major League Baseball

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Joon Ho Kang (Advisor), Seoul National University

Management - Diversity (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Diversity in the Workplace
Abstract 2020-110

In an era of global prominence, more sport organizations have gained a great deal of power in the world. The impact of globalization on sport is imperative especially from sport management point of view because it has led to positive outcomes in the past. Among the evidence of benefits in sport globalization, this study focuses on the ethnic diversity in roster composition of professional baseball. The increasing number of foreign players and their success in Major League Baseball (MLB) and its efforts to tap into a global community of baseball fans represent the highest ratio of international players compared to other major professional leagues. On the surface, the globalization of baseball appears friendly and positive as it brings Americans and foreigners together in mutual enjoyment of sport. MLB has become global and increasingly diverse in roster composition in recent decades. Cultural diversity may influence individuals and team outcomes in sport contexts (Godfrey, 2019). The diversity is evident in which 57.5% of players were white, 7.7% were African-American, 31.9% were Latino, and 1.9% were Asian (Lapchick, Neelands, Estrella, Rainey, & Gerhart, 2018). Among the three primary theoretical perspectives: similarity-attraction theory, social identity/self-categorization theory, and information processing (Mannix & Neale, 2005), similarity-attraction theory and social identity/self-categorization theory suggest that individuals identify with members who are similar to themselves and categorize different individuals as out-group members (Tajfel, 1982; Williams & O’Reilly, 1998). Based on the predictions, cultural diversity can cause an impact to performance.

It is projected that foreign players will make up the majority of major league rosters. The big league has nearly 30% of players who were born outside the Unites States of America (Florida, October 2019). In addition, 42.5% of MLB players is made of color people and has one of the best diversity scores among the four major sports in North America (Tower, 2018). Although international draft still does not exist, the various entry-routes into the big league, such as international amateur draft, has been a common topic for debate. However, the limitation of MLB clubs is their lack of sufficient information about international players when compared to that of native players. This data includes different number of foreign players on their team performance and the effect of increasingly diverse rosters using the MLB samples and payroll data from 2011 to 2018. Current study uses regression analysis and empirically shows that a high payment to Asian players may bring down the team’s winning percentage. In other words, high payments of international players impose a potential risk based on the negative significant coefficient of the Asian payment ratio at the 10% level. The empirical results suggest that efficient roster composition of international players in professional sports clubs can have an impact on team performance. A period of Latinization has begun already as well as the Pan-American and Asian, which would influence roster composition. This study contributes to the literature by providing insights into the role of ethnic and culture diversity and management in determining team performance in the sports industry.
Institutional Pluralism and the Organization’s Response: A Case Study of Chinese Women’s Ice Hockey

Hongxin Li, University of North Texas
Calvin Nite (Advisor), University of North Texas

Management - Organizational Behavior (Professional Sport)  virtual asynchronous
Poster
Abstract 2020-111  Session: Poster Session III

Institutional theory has been widely used to understand the influence and pressure of an organization from multiple social orders (Greenwood et al., 2017). Within institutional theory, concepts of institutional logics and institutional work have become increasingly prominent for studying organizational actions (Dacin et al., 2002; Lawrence et al., 2011; Maguire & Hardy, 2009). Researchers have applied institutional theory to institutionalized sport settings (Washington & Patterson, 2011), having placed great emphasis on the competing nature of logics (Allison, 2016; Nite et al., 2013; Southall, Nagel, Amis, & Southall, 2008) and the institutional work of sport organizations (Dowling & Smith, 2016; Edwards & Washington, 2016; Nite, 2017). Currently, many emergent sport organizations are facing problems of multiple structures and logics, termed institutional pluralism (Kraatz & Block, 2008). However, previous studies have not well addressed the implications of logics from multiple levels (e.g., individual, organizational, cultural) on the organizations and how organizations respond to those situations. Thus, the purpose of this study was to understand how an emerging organization navigated institutional pluralism to gain legitimacy.

In China, men’s and women’s ice hockey has become an emerging sport after Beijing’s successful bid to host the 2022 Winter Olympics. However, women’s ice hockey in China has faced many challenges such as traditional Chinese culture, gender norms, and sport reform from multiple institutional contexts. Indeed, Chinese ice hockey can be conceived as a case of institutional pluralism. Therefore, the integration of institutional theory and Chinese women’s ice hockey allows us to address the following research questions: How do the actors within the organization of Chinese women’s ice hockey navigate institutional complexity to acquire legitimacy?

To answer these questions, we utilized a qualitative case study methodology. Data collection entailed 13 in-depth, semi-structured interviews with Chinese ice hockey government administrators, hockey association leaders, professional ice hockey club managers, coaches, and professional hockey players. In addition, we also collected data from secondary sources such as documents from General Administration of Sport of China, Beijing Organizing Committee for the 2022 Olympic and Paralympic Winter Games, Beijing Kunlun Red Star Hockey Club, and Shenzhen Kunlun Red Star Vanke Rays Club. Data analysis followed an open coding strategy wherein researchers identified first order concepts, second-order themes, and aggregate theoretical dimensions (Gioia et al., 2012).

Preliminary findings have suggested that governmental regulatory bodies work as powerful actors to institute dominant logics that helps development women’s hockey in China. However our data suggests that many of those logics contradict each other. For instance, the physical nature of hockey directly contradicts normative expectations of women in Chinese culture. The professional Chinese hockey clubs also engaged in institutional work to change the previous institutionalized template of Chinese women’s hockey. Professional clubs created a new type of organization with a new, hybrid logic combining the nationalism logic, business logic, education logic, as well as a new sport logic. This research provides insight into how sport organizations manage institutional pluralism through institutional work to disrupt and shift existing institutional logics.
Investigating Changes in Gender Stratification in the Front Offices of Major League Baseball (MLB) Organizations

Aaron Flores, Menlo College  
Sean Pradhan (Advisor), Menlo College

Management - Diversity (Professional Sport)  
virtual asynchronous Poster  
Abstract 2020-112  
Session: Poster Session III

Introduction
The field of sport management has often been characterized by male-dominated environments where both palpable and obscure forms of discrimination contribute to the unequal treatment and representation of women, known as "chilly climates" (Cunningham, 2019). Although efforts have been made to promote female involvement in sport, previous research has suggested that both amateur and professional power structures of many sports tend to favor men and exclude women from positions of authority (White & Kay, 2006). However, prior work on gender stratification in sports has generally examined the realm of college athletics (Welch & Sigelman, 2007). Thus, the current study aims to investigate the persistence of the chilly climate in front offices of Major League Baseball (MLB) organizations, as well as the progress, if any, that the league has made over the years.

Method
Data were collected from the MLB's Racial and Gender Report Card (RGRC) produced by The Institute for Diversity and Ethics in Sports (TIDES). The RGRC designates letter grades and reports the percentage of women working in various positions in the MLB. For instance, an A would be earned if 40% of employees were women, B for 35%, C for 30%, D for 25%, and F for below 25%. We compiled figures for the following positions: Major League Central Offices, CEO/Presidents, General Manager/President of Baseball Operations, Vice President, Senior Administrators, Team Professional Administrators, Physicians, and Head Trainers. We recorded the gender grade, total number of employees and women in the occupations, and overall grade for the MLB from the 2004 to 2018 season.

Results
Preliminary analyses were performed using a series of simple linear regressions with year as an explanatory variable. Initial results reveal that overall gender grades and percent composition of women in the MLB has not meaningfully changed since 2004. Major League Central Office and CEO/President positions have experienced decreases in grades and proportion of women represented. There was an improvement in women holding Senior Administrator and Team Vice President positions. No compelling change in women's representation for Team Professional Administrator, Majority Owner, and General Manager/President of Baseball Operations positions was found. For Physicians, Head Trainers, percent of General Manager/President of Baseball Operations, an F grade was designated and/or there was no representation of women in these positions during this period. Thus, a linear model could not be estimated due to zero inflation. However, visual inspection of the time series plots confirmed no compelling changes in the assigned grades or percent composition for these positions.

Discussion
Further analysis of the data is currently ongoing. The findings from this research contribute to the field of sport management by highlighting how women have been neglected in participating in various aspects of MLB teams. While the MLB has made some efforts in creating initiatives to help diversify their workforce, results indicate that meaningful shifts in the representation of women have not been made. We hope that our study spurs strides for changes in the opportunities that women have not only in the MLB, but also other sports.
It's not a Job, It’s a Lifestyle: Sport Industry Employee Experience Archetypes Through a Human Capital Lens

Erianne Weight, The University of North Carolina at Chapel Hill
Elizabeth Taylor, Temple University
Matt Huml, University of Cincinnati
Marlene Dixon, Texas A&M University

Management - Human Resource Management (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Work-Life Balance

Abstract 2020-113

Thousands of young professionals are drawn to the allure of the sport industry as an avenue to pursue a career aligning their fan interests with a field often depicted with celebrity, action, and excitement. However, a growing body of sport industry literature describes a field fraught with high levels of burnout, stress, turnover, and difficulty balancing work and family responsibilities (e.g. Taylor, Huml, & Dixon, 2019). Given this contradiction, there is a need to better understand the actual experiences of sport industry employees. Thus, we utilized a human capital framework (Becker, 1993) to develop employee archetypes derived through cluster analysis and presented through creative nonfiction analytic methodology (Barone, 2008).

This study builds on current human resource management studies in three important ways. First, it extends the understanding of work experiences beyond the already well-developed literature in coaching (e.g. Dixon & Bruening, 2007, 2008; Graham & Dixon, 2017). Second, it focuses on employees themselves rather than employment practices (Wright & McMahan, 2011). Third, it utilizes multiple constructs related to human capital in combination to build a comprehensive picture of employee experiences in sport.

Intercollegiate athletics was selected as a context for this study because it compromises such a large labor pool in the American sport system. We distributed an online survey to the entire population of NCAA athletic department employees whose email addresses were available on their department’s staff directory. The final study sample is comprised of 4,324 employees. To measure five of constructs fundamental to the development of the employee archetypes, we utilized well-established instruments (Taylor et al., 2019).

Employee experiences were classified into groups utilizing latent class cluster analysis (Everitt, 1993; Vermunt & Magidson, 2002). The strongest five inputs included employee age, presence and age of children, flexible work schedule, employment position, and career tenure. Other inputs included burnout, work-family interface, gender, work engagement, and workaholism. Upon completion of group classification, qualitative insights were presented in the form of composite nonfiction stories for each of the emergent archetypes. Creative nonfiction was selected as the best way to present our data because it can (a) provide a rich portrayal of complex lived experiences, (b) directly present respondent narratives, (c) protect anonymity, and (d) stimulate vicarious learning and emotional reactions for readers (Barone, 2008). This two-step archetype approach allows examination of employee experience dimensions in aggregate while incorporating additional personal and career lifespan factors.

Based on the cluster inputs, five employee archetypes emerged that illumine experiences of those working in this distinct field, and provide important theoretical advancements to the understanding of human capital in the sport industry. Archetypes follow a career arc from early career support staff to mid-career employees with different work-life situations, to late-career senior leaders. Employee experience narratives portray an industry culture wherein the human capital is largely overworked, underpaid, and undervalued, replete with personal-sacrifice, and regret. However, they also reported passion for working with college athletes. Factors mentioned in facilitating human capital retention include flex work-schedules, mandatory days off, and additional staffing.
Managing Cross-Sectoral Leveraging Partnerships in the Post-Event Era

Laura Misener, Western University
Di Lu, Western University

Management - Strategic Management (Disability Sport)
20-minute oral presentation (including questions)
Abstract 2020-114

The partnerships that arise to leverage benefits and facilitate positive outcomes as a result of hosting sports events are a prominent organizational form (Chen & Misener, 2019; Christie & Gibb, 2015; Kellett, Hede, & Chalip, 2008). Yet few studies have examined the evolution and governance of these partnerships in post-event era. If events are to positively impact communities in a sustainable manner, it would seem logical that partnerships formed to leverage the event should create ongoing collaborations post-event. However, given the lack of ‘catalytic opportunity’ (Misener et al., 2018), there may be more challenges for partners to collaborate. This study examines the collaborative formation, processes, structures of relationships, and leadership of event-leveraging cross-sector partnership in post-event era. The case in point is a Canadian Provincial Parasport Collective (CPPC), a diverse group of organizations that formed to leverage the 2015 PanAm/Parapan American Games to build a strategy and a shared understanding of a parasport framework in the province.

The interorganizational partnership originated as the Provincial Parasport Legacy Group (PPLG), which developed in conjunction with the hosting of the 2015 Pan/Parapan Games as a means to increase awareness and opportunities for persons with disabilities to participate in sport (Misener et al., In press). The PPLG was later transitioned to the CPPC in post-Games era. The CPPC is composed of individuals and organizations representing diverse interests (i.e., high performance, grassroots programming, coaching) and sectors (i.e., national parasport governing bodies, provincial sport/parasport governing bodies, municipal sport organizations, disability sport organizations). The process thus far has demonstrated collaboration and engagement between sectors and leadership on behalf of a group of dedicated members of the parasport community. Employing an ethnographic approach which involves participant observation in meetings, interviews with key stakeholders, network surveys, and ongoing document analysis, this study investigates the post-Games iteration of this event-leveraging cross-sector partnership. Our approach identifies factors that led to the development of the Collective to continue to pursue strategic objectives post-event; what strategies, structures, and leadership mechanisms are employed to manage cross-sector collaboration; and how the substantive outcomes of the partnership helped address individual participants needs, member organizations resource challenges, and collaboration as strategic mechanism. We offer insights into how such a collaboration might continue to pursue strategic objectives once an event is complete. We use Bryson, Crosby, and Stone's (2015) systematic cross-sector collaboration framework to demonstrate the collaborative antecedents, processes, structures of relationships, leadership, potential conflicts/challenges, and outcomes of the OPC to understand resultant strategic tactic developments in post-Games era.

Although a growing number of sport management scholars have acknowledged collaborative partnership as an important mechanism for enhancing an event-leveraging approach (Bell & Gallimore, 2015; Chen & Misener, 2019; Misener, 2015), little research has conducted a comprehensive and systematic examination of collaborative aspects of a cross-sectoral partnership built to leverage a sport event in post-Games era. Thus our works adds to the theoretical calls for understanding cross sector partnership sustainability (Babiak, Thibault & Willem, 2018) and offer practical clarity on the tactics for supporting ongoing strategic alliances.
Managing Institutional Complexity in Nonprofit–Corporate Partnerships: A Sport for Development Organizational Perspective

Daniel Yang, University of Michigan
Kathy Babiak, University of Michigan

Abstract 2020-115

Introduction: The emergence of dynamic partnerships and linkages between nonprofit organizations and corporate entities has become a central facet of operation and mission delivery in the nonprofit sector (Selsky & Parker, 2005). Sport for Development (SFD) organizations, which leverage sport and physical activity as tools to bring about positive change, have also begun forming strategic partnerships with corporations around the world (Ebrahim, Battilana, & Mair, 2014; Giulianotti, Hognestad, & Spaaij, 2016; Lytras & Welty-Peachey, 2011). However, given the varied sectoral values, principles, missions, and increasing institutional complexity, collaboration is challenging. Few studies in sport management have explored the challenges in SFD–corporate partnerships (Svensson & Seifried, 2017; Welty-Peachey et al., 2018), and little is known about how institutional logics underpin the nature of collaborative tensions. Using the lens of institutional complexity, this study seeks to answer the following research question: How do SFD organizations reconcile divergent institutional logics in the context of forming and managing corporate partnerships?

Literature Review: Despite the growth of such collaborative efforts in practice, previous studies show that nonprofits often face difficulties when they operate from a different set of organizational values or institutional logics from their corporate partners. Institutional logics are an overarching set of principles that guide an organization’s behavior and essential functions (Besharov & Smith, 2014; Greenwood et al., 2011; Pache & Santos, 2010), which provide “assumptions and values, usually implicit, about how to interpret organizational reality, what constitutes appropriate behavior, and how to succeed” (Thornton, 2004, p. 70). Because of this, tensions may manifest regarding the public good or social logic of nonprofits and the commercial or market logics of firms (Drumwright, Cunningham, & Berger, 2004; McLaughlin, 2006). Due to such logic differences, many nonprofits struggle to sustain successful collaborations and long-term relationships with their corporate partners (Ashraf, Ahmadsimab, & Pinske, 2017; Austin, 2000).

Methods: Given its interpretive and exploratory nature, a qualitative approach was adopted for this study. 16 partnerships between SFD organizations and their corporate partners were examined. Multiple data sources were accessed and integrated, including (a) websites/ material published online from participating organizations (e.g., press releases, stories, and social media); (b) news reports, articles, and other publicly available sources; and (c) semi-structured interviews with executives in the SFDs who were responsible for managing corporate partnerships. Interview data are transcribed, being analyzed and coded using Nvivo to distill common themes around conflicting institutional logics and the consequential tensions and the dynamics of resolutions in SFD–corporate partnerships.

Contribution: Although we are currently at the phase of data analysis, this study is expected to contribute to the sport management literature on the cross-sector partnerships by uncovering the tensions grounded in the institutional complexity around forming and managing SFD–corporate partnerships. Moreover, the findings will provide a better understanding of the way in which the SFDs reconcile the tensions and how these mechanisms calibrate the scope and levels of collaborations. Further, the findings will offer essential insights for SFD practitioners to enable them to build sustainable and effective corporate partnerships.
Movin’ On Up! An Examination of the Strategic Decision to Move From FCS to FBS Football

Corey Fox, Texas State University
Todd Jewell, Texas State University
Dennis Smart, Texas State University

Introduction & Theoretical Framework

College football has become big business in the United States. College football teams that compete at the highest level, the Football Bowl Subdivision (FBS) bring in tens of millions of dollars in revenue to athletic department coffers and can reach intrinsic valuations that exceed hundreds of millions of dollars (Brewer, Pedersen, Lim, & Clerkin, 2011). However, looking more closely at data provided by the NCAA, the vast majority of football programs outside of the Power 5 (autonomous) conferences, lose money on their football programs (NCAA Research, 2016). This begs the question, if schools lose millions of dollars by having an FBS football program, why do schools continue to pursue a move-up strategy from the lower tiers of college football to the FBS?

Our research explores this question from a strategic management perspective. This perspective is suitable for answering questions like why organizations allocate resources towards specific initiatives, and pursue certain strategies (Nag, Hambrick, & Chen, 2007). Utilizing institutional theory and literature on diversification, we look at two general motivations that drive schools to pursue a move-up strategy. First, we suggest that conditions which make isomorphism (e.g., Dimaggio & Powell, 1983) more likely, will drive schools to pursue a move-up strategy. We look specifically at geographic region of the school and state economic uncertainty as predictors. Second, we suggest schools which have resources that can be exploited across multiple product markets or have complementary resources, will be more likely to pursue a move-up strategy. We specifically look at student population and university research intensity as predictors.

Method & Results

To test our predictions we collected a sample of all schools that moved from FCS to FBS between 1992 and 2018. We paired these schools with a control group of schools in the FCS that did not move up over that time period (total n = 64). Using both univariate and multivariate statistical analyses we find strong evidence that schools which: are located in the South (p = 0.016), are located in states with lower per capita GDP (p = 0.017), have larger student populations (p = 0.005), or are classified as research intensive (p = 0.035) – are more likely to pursue a move-up strategy.

Discussion & Conclusion

Our study offers a number of insights as to why schools might consider a move-up strategy in college football – beyond a purely economic rationale. We find strong support for our assertions that both isomorphic behavior and diversification desires may push schools to pursue a move-up strategy. The implications of our research are twofold. First, we find evidence that a move-up strategy may not necessarily be the function of rational decision-making from a purely profit driven perspective. It appears that when making a move-up decision, school administrators take into account the impact of such a decision on multiple stakeholder groups (i.e., community, state, students, and alumni, to name just a few). Second, our research showcases the utility of traditional strategic management frameworks in explaining the behavior and strategies of sports-related organizations.
Older Adults’ Sport Preferences and Participation

Guangzhou Chen, University of Illinois at Urbana-Champaign
Toni Liechty, University of Illinois at Urbana-Champaign
Jen Wong, The Ohio State University
Barbara Hodgdon, The Ohio State University
Stephanie West, Appalachian State University
Julie Son, University of Idaho
Megan Janke, East Carolina University
Jill Naar, Appalachian State University
Jon Welty Peachey (Advisor), University of Illinois at Urbana-Champaign

Management - Diversity (Physical Activity)  
10-minute lightning talk (including questions)  
Abstract 2020-117

Introduction
The North American population is aging rapidly (United Nations, 2013), highlighting the importance of studying sport in later life. Research suggests that sport participation has been linked to positive cognitive, emotional, and social outcomes (Gayman et al., 2017). Although older adults are encouraged to participate in sport through “healthy or active aging” discourses in sport policies (Gard et al., 2017), sport programs often prioritize younger populations and downplay older adults in practice (Liechty et al., 2017). For sport professionals to meet the needs of older adults, additional research is needed. This study aimed to investigate the role of aging in older adults’ sport participation and provide strategies for better serving this population.

Theoretical Framework
This study is informed by the theory of Selective Optimization with Compensation (SOC), which postulates that older people select activities strategically to accommodate age-related changes (Baltes & Baltes, 1990). Furthermore, older adults may reduce involvement in activities by selecting those with the most meaning, optimize the time and effort spent in selected activities, and compensate for age-related losses through some strategies.

Methods
Participants included 1,203 (552 men, 651 women) older adults (M = 63.377; SD = 8.255). As a part of the study, participants completed an online questionnaire. Participants were provided a definition of sport and asked: “Have you participated in sports in the past year?” “Which sports have you not done but wish to try?” and “What are the reasons for your lower-than-desired level of involvement in sports?” Data were analyzed through descriptive statistics, chi-square tests, and Pearson correlations. Further data analysis is still in progress.

Results and Discussion
Preliminary results indicated that approximately half of the participants (50.2%) played sports in the past year. Findings showed that age was negatively correlated with participation (r = -.112, p < .05). Specifically, sport participation significantly differed by age (X2(3) = 12.888, p = .005) with 54.8% of adults aged 50-59, 50.8% of those 60-69, and 45% of those 70-79 reporting playing sports in the past year. Three-fifths of the sample in the study expressed interest in trying a new sport. The most desired sports were golf (10%), pickleball (8%), and softball (6%). The top two reasons for lower-than-desired sport participation were “lack of people of my age with whom to participate” (40%) and “lack of friends or family with whom to participate” (39%). Other common reasons included “don’t have the required skill” (31%), and “afraid of getting hurt” (29%). Ongoing data analysis will compare differences in older adults’ sport participation and desire to try new sports among different age groups. In line with the SOC theory, our preliminary findings suggest that the sport field should increase attention to older adults because they desire to play but face constraints. Sport professionals can do this more effectively by selecting/providing sports that older adults prefer, optimizing the value of these programs by addressing issues such as lack of companions, and compensating for age-related issues such as fear of injury through rule modifications.
It is an accepted fact that sport organizations are suffering damages and losses due to climate change. Recent examples include widespread cancelations of scholastic sport events in California due to the 2019 wildfires (Sonheimer, 2019), early closure of ski resorts in Chile due to lack of snow (Marius, 2019), and canceled of sport events across Japan due to Typhoon Hagibis (Bengel, 2019). The precise impacts of these climate hazards and the responses by organizations remain under-researched (Orr & Inoue, 2019). While sport organizations cannot prevent climatic change and its associated hazards, they can increase their capacity to respond.

The construct of organizational climate capacity (OCC) was advanced to capture a sport organization’s capacity to accommodate changes in climate with minimal disruptions or additional costs (Orr & Inoue, 2018). However, until now, the construct has not been operationalized into a tool or a framework that might help managers assess their OCC and address climatic challenges. This gap must be addressed with haste as climate hazards such as forest fires, extended droughts, heat waves, floods, and tropical storms are only increasing in frequency and severity (IPCC, 2014). A proactive approach to climate hazards requires assessing vulnerability to such hazards (Füssel, 2007). To this end, this two-part study aims to develop a framework that would allow managers to assess their organizational climate capacity.

Part one involved semi-structured interviews with managers of sport organizations that experienced climate hazards, to identify dimensions of OCC. Interviews were transcribed and thematically coded (Guest, MacQueen & Namey, 2012) by the author and two external researchers, using Hall et al.’s (2003) dimensions of organizational capacity as a starting point (Misener & Doherty, 2009; Svensson & Hambrick, 2016). Then peer-debriefing and member-checking were employed to triangulate the findings (Nowell et al. 2017). The result of this inquiry was the establishment of six dimensions for OCC: infrastructural resources, natural resources, human resources, financial resources, network resources, and planning and development resources (Orr & Inoue, 2018). These dimensions represent an amalgamation of influences from organizational capacity and adaptive capacity literatures, thus extending each.

Part two utilized an online Delphi procedure to establish consensus among 25 sport management and natural resource scholars on a list of indicators for OCC. The Delphi technique is useful for obtaining expert opinion on an issue or topic for which we lack knowledge (Van Dijk, 1989). The first questionnaire consisted of open-ended questions regarding possible indicators of OCC; 120 possible indicators were identified. In the second and subsequent rounds, participants rated the importance and relevance of each proposed indicator until consensus was reached on the indicators most important and relevant to OCC (Hsu & Sandford, 2007). The end-result of the study is a framework for OCC, composed of indicators and organized into dimensions, that might guide strategic response to climate change.

This research extends the organizational capacity literature to include climate-change related challenges and a new measure for OCC. It also contributes to the sport ecology literature by exploring the controllable factors of climate change knowledge, preparedness, and adaptation (McCullough, Orr & Kellison, in press).
Sensemaking of Novelty: The Integration of eSports

Anthony D. Pizzo, Temple University, Japan Campus
Gareth Jones, Temple University
Daniel Funk (Advisor), Temple University

Management - Strategic Management (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: eSports III
Abstract 2020-119

Integrating novel activities, such as esports, requires organizations to learn how to position the activities to internal and external audiences using limited information. Currently sport industry professionals are unfamiliar with esports, and prevailing stigmas and stereotypes surrounding video gaming culture further complicate their integration. Despite these challenges, many sport organizations are deliberately integrating esports. This requires internal actors (i.e., those within an organization) to account for the change and ambiguity inherent in novel activities to garner acceptance.

In the current study we examine the integration of an esports organization into a National Basketball League (NBA) franchise. The NBA organization was the first North American professional sports team to own an esports team and are considered first-movers in the esports industry. We link theories of institutional creation work with sensemaking to explore how actors within the NBA organization helped create and give meaning—sensemaking—to esports, which in turn supports externally-focused sensegiving—influencing the sensemaking of others. Sensemaking is conceptually similar to institutional creation work as both focus on garnering support, but critically diverges as it relies on articulation of the unknown to be an effective strategy. By linking creation work with sensemaking, we identify how actors proactively give meaning to something new and influence the understanding of others. The NBA organization provides a fitting case to examine how actors make and give sense to legitimize novel activities.

The two research questions guiding the study are:

RQ1: How are actors within the NBA organization making sense of esports internally?

RQ2: How are actors within the NBA organization influencing the sensemaking of external audiences?

An exploratory case study is utilized to examine the sensemaking and sensegiving strategies employed by actors within the NBA organization. We integrate primary data, including semi-structured interviews with key personnel from both the NBA team franchise and esport team, with secondary data (e.g., press releases, executive public interviews, social media content) for an in-depth analysis of the internal and external positioning of the esports team.

To answer the first research question, the franchise fostered a progressive culture, which served as a precursor to developing a shared understanding of esports. The franchise embraced their position as first movers, which created a culture that empowered employees and made them unafraid to confront the inevitable mistakes and failures associated with integrating novel activities.

To answer the second research question, actors engaged in sensegiving by strategically aligning esports with the functional and managerial aspects of running a sports organization. Publicly promoting similarities in the physical and mental training provided to both their basketball and esports players served as a mechanism to have esports be perceived as sport. Yet the franchise was deliberate in their approach, limiting cross-promotion between the NBA franchise and esport team consumers.

Theoretically, our findings contrast with existing research, which suggests that sensemaking and sensegiving are cyclical processes. Rather, we observed that sensemaking was a critical antecedent to sensegiving, as a shared understanding within the organization served as a prerequisite to influencing the sensemaking of others (i.e., sensegiving).
A lack of female representation in sport organizations is a phenomenon recognized by many scholars (for an overview see Burton, 2015; Cunningham & Ahn, 2019). Burton (2015) states that research outlines lack of opportunities and/or female role models in leadership positions in sport as antecedent factors to low representation. Further, Kerr (2009) outlines the social culture of sport leadership as a male dominated environment where the perception still exists that females may not “fit” the role of leader. While these studies have provided valuable insight and have suggested ways gender equality can be improved (e.g., Adriaanse, & Schofield, 2014), Spaaij et al. (2019) discuss the need to dissect policies and practices in sport that limit changes related to equity. The purpose of this study is to explore the application and effectiveness of a gender equity program in creating administrative gender equity change within community sport clubs.

Related to social learning theory (Phares, 1976), this study adopts signaling theory where observable actions of one party are perceived by another party as reflecting something unobservable about the first party (Spence, 1973). In the context of the current study, gender equity programs in sport create signals (positive and negative) about gender equity initiatives adopted by the club which translate into behaviors (positive and negative). Therefore, two research questions are addressed, (1) what aspects of a gender equity program (the signal) are explicitly adopted by sport managers engaging in gender equity initiatives, and (2) what aspects of a gender equity program are deemed important (response) by sport managers engaging in gender equity initiatives?

A QUANT-QUAL mixed method approach (Creswell & Plano Clark, 2017) was used to determine the adoption and perceived importance of the phases of a gender equity initiative (quantitative surveys at 3 time points) and explore, in depth, the perceived relevance and impact of the gender equity program (qualitative, semi-interviews and focus groups at 2 time points). The sample of participants came from a population of 25 clubs in one province in Canada who were engaged in a gender equity program. From the 25 clubs, n = 18 managers (one from each of 18 clubs; the key equity program contact) participated in the current study. In line with Creswell and Plano Clark’s (2017) outline of mixed method design, descriptive statistics were used to summarize the adoption rates and importance levels of phases within the gender equity program (i.e., the signals). Then, thematic qualitative data analysis was used to (1) uncover themes related to perceived relevance of the gender equity program to each clubs’ change process and (2) triangulate the adoption and importance data.

Findings contribute to new theoretical knowledge of the signals that are present in these sport clubs to foster (e.g., strategic use of resources) and hinder (e.g., lack of planning, undocumented outcomes) change as a result of a gender equity program. Discussion of the theoretical contribution related to signals associated with gender equity programs in sport (Spaaij et al., 2019) and directions for future research/practice will take place.
Statements vs. Reality: Examining Racial Diversity within Division I College Athletics

Carter Rockhill, The Ohio State University
Jonathan Howe, The Ohio State University
Kwame Agyemang (Advisor), The Ohio State University

Management - Diversity (College Sport)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Abstract 2020-121  
Session: Diversity in the Workplace

According to the most recent report on diversity in the NCAA’s Division-I Football Bowl Subdivision (FBS) from The Institute for Diversity and Ethics in Sport, college sport has seen a gradual increase in the hiring of racial minorities (Lapchick et al., 2018). However, college sport continues to receive the lowest grades for racial hiring practices among all sports. This is particularly true for key decision-making positions such as Division I athletic director positions (Lapchick et al., 2018). During the 2017-2018 year, 84.3% of athletic directors were White. African Americans accounted for 8.7%, Latinos 3%, and Asian/Pacific Islanders accounted for 0.6% (Lapchick et al., 2018). Considering this underrepresentation in important decision-making positions, it is necessary to apply a critical analysis to the policies and procedures, which take place in these major Division-I FBS athletic departments.

The present study looks to perform a content analysis of the policies, procedures, and practices which athletic departments institute for implementing diversity and inclusion. These policies establish the culture and hiring procedures taking place in FBS programs.

This study will analyze both athletic departments’ mission statements and university mission statements, and any statements regarding diversity and inclusion. The purpose of this study is twofold: 1.) to investigate the application of diversity to these hiring practices and 2.) to suggest changes to these policies and practices in order to address the dramatic underrepresentation which exists within the Division-I FBS landscape.

Critical Race Theory (CRT) and institutional theory are the two theoretical frameworks incorporated in this study. Utilizing CRT allows researchers to examine hegemonic powers such as higher education institutions and collegiate athletic departments who perpetuate a contentment with the White dominant power structures. These structures have historically produced the inequity which exists in college athletics. The specific CRT tenets utilized in this study are the ordinariness of race and racism, interest convergence, differential racialization, intersectionality, and voice of color (Delgado & Stefancic, 2017).

Centering college athletics and higher education as institutions of study, institutional theory will allow the authors to seek a better understanding of how and why organizations behave and the consequences of that behavior (Greenwood, Oliver, Sahlin, & Suddaby, 2008). The ability of institutional theory to answer these questions has established institutional theory as one of the leading analytical tools to study organizations (Washington & Patterson, 2011). As such, institutional theory is well-established in sport management literature as well (e.g., Agyemang, Berg, & Fuller, 2018; Edwards & Washington, 2015). To that end, dovetailing these two theories will allow the authors to consider how leadership operates in these contexts (see Washington, Boal, & Davis, 2008) and way forward for leaders in college athletics. This is important to consider because important decisions in college athletics are not made in isolation, but rather with a variety of stakeholders who all have differing interests and motives.
Strategic Middle Management in North American Professional Sport

Matthew Juravich, University of Akron
Steven Salaga, University of Georgia

Management - Strategic Management (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-122 Session: Strategic Management/Governance

The study of middle management has occupied a niche within the greater strategic management literature since Mintzberg (1978) first articulated the idea of realized (i.e., actual not ideal) strategy in the context of managerial dynamics in organizations. Within this niche, one predominant focus has been on examining the link between middle management, strategy development and implementation and organizational performance (e.g., Wooldridge & Floyd, 1990). A review of the role of middle managers in the strategy process synthesized this literature while calling attention to areas requiring additional focus (Bryant & Stensaker, 2011). Specifically, these authors identified an opportunity related to investigating the level of influence (i.e., impact) made by managers at different hierarchical levels on middle manager decision making. As such, the present study is focused on examining top-down and bottom-up contingencies impacting middle managers in the context of the National Basketball Association (NBA).

Floyd and Lane (2000) first delineated managerial roles in terms of top, middle, and operational managers. Thus, we adopt this convention as we explore the interplay between ownership (i.e., top), the general (middle) manager (GM), and the head coach (i.e., operational manager) in the NBA. As middle managers are typically expected to act as change agents (Balogun, 2003) while serving as conduits between organizational levels (Balogun & Johnson, 2005), we feel this categorization is appropriate to examine levels of influence across the organizational hierarchy in the NBA.

As a research context, the NBA provides robust data on organizational performance statistics and personal characteristics for managers across multiple levels. This allows us the ability to assess the impact of management on performance outcomes across an entire industry for approximately two decades – something that is difficult to replicate in the majority of other industries. Further, utilizing this context, we can inform the previously identified lack of research examining contingencies impacting the relationship between middle management and organizational performance (Wooldridge, Schmid, & Floyd, 2008).

Our data set is comprised of demographic, experiential, and performance data for all NBA owners/ownership groups, GMs, and head coaches as well as team and market-level data from 1997 to 2018. Potential contingencies in the GM-organizational performance relationship related to the owner/ownership group (e.g., tenure, educational & industry background) and head coach (e.g., educational background & administrative tacit knowledge) as well as team constraints (i.e., payroll) will be empirically tested for potential moderation through the use of panel modeling. The nature of the data necessitates the use of panel modeling as each manager observation is at the seasonal level. Further, managers almost always remain employed for multiple seasons which results in repeated observations for each. Overall, this research in progress aims to inform the literature examining managerial contributions to shaping organizational performance in North American professional sport (e.g., Juravich, Salaga, & Babiak, 2017; Peeters, Salaga, & Juravich, in press). In addition, we hope to gain insights into how differing opinions and interests in the formulation of strategy manifest themselves across the managerial hierarchy (Stouten, Rousseau, & De Cremer, 2018).
Student-Athlete Activism and High Impact Learning Practices: An Examination of a Division III Institution

Lauren E. Brown, DeSales University

Management - Other (College Sport)

20-minute oral presentation (including questions)

Abstract 2020-123

Traditionally aged college students are at a stage of their development that offers important indications of future activist and, more broadly, civic behaviors (Arnett, 2004, 2007; Beachy, Brewer, Van Raalte, & Cornelius, 2018). For this reason, understanding the relationship collegians have with activism is of particular importance and given the new wave of athlete activism, additional attention has been paid to the intersection of college athletes and activism. The literature purports student-athletes are less engaged in activism than their nonathlete counterparts (Morgan, Zilvinskis, & Dugan, 2019) for reasons including potential negative repercussions (Kaufman, 2008) and an emphasis on volunteerism through the NCAA LifeSkills programming (Hoffman, Kihl, & Browning, 2015). Despite this, there is evidence and examination of increased activism at the Division I level, including student-athletes fighting for unionization (Epstein & Kisska-Schulze, 2016) and responding to racial inequities (Epstein & Kisska-Schulze, 2016; Frederick, Sanderson, & Schlereth, 2017). While the academic literature on this topic continues to expand, little work has explored student-athlete activism at the Division III level.

The Division III Philosophy Statement indicates its institutions should “assure student-athletes are supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience” (2019, para. 10). Examples of these pursuits include opportunities such as service learning, engagement in faculty research, and study abroad. These activities are among the high impact learning practices (HIPs) that have been linked to increased activism (Morgan et al., 2019). HIPs relationship to student learning and growth builds on Astin’s (1984) theory of involvement which asserts students learn through spending physical and psychological energy on their broad academic experience. Therefore, a student heavily engaged in campus life is likely to learn more from the experience.

Building on the literature, this study looks to explore the relationship between HIPs and activism among Division III student-athletes, resulting in the following hypothesis:

H1: The number of HIPs in which a student-athlete is engaged will impact their activist behaviors

In addition to the primary hypothesis, the moderating influence of demographic variables will be examined. There is evidence that race and a student-athlete’s major impact activist behaviors (Morgan et al., 2019), but further exploration is warranted.

Data will be collected from student-athletes at a medium-sized Division III institution in conjunction with a more extensive, course-based project. Student-athletes will be asked to respond via a 69-item web-based questionnaire. The items addressing activism were derived from Corning and Myers (2002) conventional activism subscale of the Activism Orientation Scale, while the HIPs examined align with the offerings of the specific institution. Correlations and regression analysis will be used to address the hypothesis and potential demographic moderators.

The results of this study will address the dearth of information on Division III in the broader discourse surrounding athlete activism and offer a specific examination as to how engagement in HIPs impacts student-athletes. Practically, the results offer insights as to the institutional offerings that impact activist behaviors in student-athletes as institutions look to develop engaged citizens.
The Dark Side of Cohesion: Examining the Influence of Team Cohesion on Team Performance in the Korean Basketball League

Seungmo Kim, Hong Kong Baptist University
Sanghyun Park, Yonsei University
Marshall Magnusen, Baylor University
Taeyeon Oh, University of Mississippi

Management - Organizational Behavior (Professional Sport) Position: Poster
Abstract 2020-124 Session: Poster Session I

Team cohesion represents the extent to which members of a team are connected to each other and enthused to stay in the group (Bettenhausen, 1991). This concept holds great importance to the management of sport because central to sport organizational success is the extent to which groups of individuals work together to achieve individual and collective goals (Lusher, Robin, & Kremer, 2010). Though important, and assumedly positive, the impact of team cohesion on organizational performance may not be entirely constructive. Indeed, team cohesion may act as a double-edged sword. On the one edge, a positive relationship between team cohesion and team performance has been demonstrated (e.g., Macher & Mowery, 2009). Team ties create familiarity and trust amongst group members, which then can be leveraged to achieve shared goals (Kossinet & Watts, 2006). On the other edge, high levels of team cohesion may negatively influence team performance. Team cohesion can increase team rigidity, which makes it difficult for new and diverse individuals to join a work group (Duran et al., 2005). Therefore, this study analyzed the potential positive and negative effects of team cohesion on team performance in a sport organization context.

Two theories inform this study. According to similarity-attraction theory (Byrne, 1971), the similarity of person-centered variables in a group may influence job satisfaction and performance. Correspondingly, based on the dark side of social capital theory (Lechner et al., 2010), strong social ties may be beneficial to certain individuals within a group, but they may be detrimental to other individuals in a group.

Data were collected from the Korean Basketball League (KBL). This data included information for the past 22 years (1997 season through the 2017-2018 season). Team performance was measured using the winning rate for each season. To measure team cohesion, a social network analysis approach was employed. Specifically, network density was used as a proxy variable to measure team cohesion (Reagans et al., 2003). This study also included 15 control variables (e.g., major rule changes for foreign players, manager replacement). Generalized least square (GLS) regression was used to examine how team cohesion within a sport organization impacts team performance.

Team cohesion was shown to have a positive influence on team performance in the linear model as well as a negative influence on team performance in the quadratic model. Additionally of note was that the interaction effect of manager-player density did not influence team performance. However, the interaction effect of manager cumulative wins on team performance was significant. Overall, a key contribution of this research to the study and practice of sport management is that the pattern of the relationship between team cohesion and performance was an inverted U-shape. What this result means is that the density of a player's school network could negatively influence team performance when it exceeds an optimal level where the effect is maximized. This also means that in future research on sport teams, exploring the density of school networks may prove to be a useful approach for measuring team cohesiveness.
The Emergence of Diversity and Inclusion Officers in Intercollegiate Athletic Departments: A Conceptual Model

Ajihanai Newton, University of Connecticut
Laura Burton (Advisor), University of Connecticut

Management - Diversity (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Diversity in the Workplace
Abstract 2020-125

Since 2013, Division I intercollegiate athletic departments have adopted inaugural collegiate sport administrators to hold positions focused on diversity and inclusion (Newton, 2019). Such positions mirror individuals holding the position of Chief Diversity Officer (CDO) in the fields of business and higher education (Williams & Wade-Golden, 2013). Given that intercollegiate athletic departments operate as quasi-separate business entities of universities (Sack 2009; Van Rheenen, 2013), the emerging trend of diversity and inclusion officers is likely to see more adoption in athletic departments, as such positions are common in universities and business organizations. Thus, the role of Diversity and Inclusion Officers (D&IOs) in intercollegiate athletics is in the state of early adoption at the Division I level (Newton, 2019). The purpose of this paper is to provide a conceptual model that considers why intercollegiate athletic departments are beginning to adopt D&IO positions and why more of these positions may continue to be adopted in the future.

The adoption of D&IO positions is worthy of examination, given collegiate sport continues to experience issues of racial (Adair et al., 2010; Lapchick, 2018) and gender inequity (Burton, 2015, McDowell & Carter-Francique, 2017) in collegiate sport leadership positions. Cunningham (2009) examined diversity and inclusion efforts in a singular Division I athletic department and uncovered the difficulties this department encountered as their diversity efforts were viewed as symbolic as opposed to substantive. This conceptual model does not address the commitment to D&IO adoption by intercollegiate athletic departments, but attempts to explain why such positions are emerging at this juncture of collegiate sport, why this emergent trend can become a staple in collegiate athletic departments, and lastly the model proposes future propositions to consider when studying D&IO adoption.

Using a multi-level framework the model examines emerging D&IO adoption by considering: a) socio-cultural and socio-political movements (#MeToo and #BlackLivesMatter), as well as collegiate sport incidents (collegiate sport protests and publicized unethical practices) occurring on the backdrop of emergent D&IO adoption, b) the significance of sport management literature capturing the experiences of sport organizational actors that substantiate the pervasiveness of issues of gender inequity (#MeToo), racial inequity (#BLM), and unethical practices in collegiate sport (Varsity Blues Scandal, death of Jordan McNair). Further, propositions are presented for future empirical work studying D&IO adoption. Future empirical research should examine D&IOs at a field-level analysis (Cunningham, 2009) to understand: a) competing institutional logics (Reay & Hinings, 2008), b) the organizational culture of athletic departments adopting D&IOs (Hatch, 1993), c) unique identity characteristics of D&IOs (Viale & Suddaby, 2009), and lastly, d) institutional work and how D&IOs implement initiatives of diversity and inclusion (Lawrence, Suddaby, Leca, 2011).

As a scholarly community, we must interrogate the adoption, navigation, and legitimization of D&IOs in intercollegiate athletic departments to ensure such adoptions serve as a long-term substantive adoption, as opposed to a short-term symbolic gesture.
The Impact of Engagement on Satisfaction and Intention to Remain among Volunteers at Sporting Events

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Management - Human Resource Management (Volunteers) virtual asynchronous
20-minute oral presentation (including questions) Session: Volunteers II

Abstract 2020-126

Within the sport industry, organizations often rely heavily on volunteers as a vital resource to accomplish goals and missions (Cuskelly, 2004; Doherty, 2009). Therefore, volunteers are referred to as a unique human resource (Chelladurai, 2006; Cuskelly et al., 1998; Doherty, 2006). Over the past two decades, sport scholars increasingly focused on volunteerism (Wicker, 2017) as organizations need to find ways to retain and recruit individuals to stay efficient as the need for this human resource continues to increase (Chelladurai, 2006; Cuskelly et al., 2006). One under explored avenue within the sport volunteer literature is engagement, which could allow organizations to better retain and motivate individuals.

Theoretical Background and Hypotheses

Engagement, defined as an individual’s cognitive, emotional, and behavioral energy directed towards positive organizational outcomes (Shuck & Wollard, 2010), suggests individuals can positively affect an organization (Bakker & Schaufeli, 2008; Macey & Schneider, 2008). Volunteers are more likely to return and continue to volunteer if they had a satisfying experience (Green & Chalip, 2004) while it was also found that higher levels of satisfaction lead to higher enjoyment and encouragement of others to volunteer (Coyne & Coyne, 2001). Scholars discovered that previous experience along with feelings of pride and overall perceived fit predicted volunteer engagement (Ko et al., 2019). Therefore, the purpose of this study is to explore the mediating role of engagement and its applicability towards sport volunteers at sporting events to understand its influence on satisfaction and intention to remain.

H1: Engagement will be a significant predictor of satisfaction.
H2: Engagement will be a significant predictor of intention to remain.
H3: Meaningfulness, safety, and availability will be related to satisfaction through engagement.
H4: Meaningfulness, safety, and availability will be related to intention to remain through engagement.

Methods and Expected Results

A 41-item survey will be distributed online to volunteers from sporting events during the month of December. This research in progress focuses on how the engagement of volunteers affects outcomes of satisfaction and intention to remain. Engagement will consist of 12 items from Shuck et al.’s, (2017) Employee Engagement scale. Antecedents to engagement will be measured with five items for psychological meaningfulness, three items for psychological safety, and five items for psychological availability (May et al., 2004). Satisfaction will be measured with three items from Green and Chalip’s (2004) Satisfaction scale. Lastly, intention to remain will be assessed using three items from Price and Mueller’s (1986) scale. Upon completion of data collection, results will be analyzed through confirmatory factor analysis for data fit, and through structural equation modeling to address the proposed hypotheses in the study.

Proposed Implications for the Sport Industry

The current study explores the research gap of applying the engagement framework towards volunteers in the sport industry. Understanding engagement levels and their influences on various outcomes such as satisfaction and intention to remain will be advantageous for sport organizations to develop more effective engagement and retention interventions. Findings from this study will help position engagement as an important part of sport volunteers, underlining its relevance in the sport management literature.
The Impact of Pride and Passion on Job Engagement with Sport Employees

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Brent D. Oja (Advisor), University of Northern Colorado

Management - Organizational Behavior (Other)  
20-minute oral presentation (including questions)  
Abstract 2020-127  
virtual asynchronous  
Session: Organizational Behavior I

The purpose of this study is to provide insight into how pride and passion contribute to sport employee job engagement. Being engaged in one’s job is to be psychologically and emotionally present when occupying and performing an organizational role (Kahn, 1990). There are multiple organizational factors that are influenced by job engagement as it predicts organizational success, financial performance, employee commitment, and employee effort and involvement in the organization (Saks, 2006). Passion in the workplace is viewed as the emotional affect employees have towards their job activities, the values they place on their role in the organization, and the time and energy they invest to complete organizational tasks (Vallerand & Houlfort, 2003). Pride has been described as feeling pleased about a recognized achievement, whereby an employee consequently decides to pursue further relevant action (Williams & DeSteno, 2008).

Scholars note that pride and passion impact a wide range of positive employee behaviors (Todd & Harris, 2009; Trépanier, Fernet, Austin, Forest, & Vallerand, 2014). With the close relationship between sport and emotions, it is reasonable to theorize that emotions could also be an important element within the context of the sport workplace (Swanson & Kent, 2017). Therefore, it is possible that sport employee job engagement may also be impacted by the pride and passion they feel for their position and sport organization. The current study hypothesizes that pride and passion will significantly predict the job engagement of sport employees. This is because both pride and passion promote a feeling of involvement which then influences higher job engagement (Saks, 2006; Todd & Harris, 2009; Trépanier et al., 2014).

The current study uses measures of pride, passion, and engagement which have been demonstrated to be valid and reliable. Each scale in the study used a seven-point Likert-type scale. Pride was measured by Todd and Harris’ (2009) scale, to assess passion we used Trépanier and colleagues’ (2014) measure, and job engagement was measured with Saks’ (2006) scale. In the current work-in-progress study, the researchers will be conducting multiple linear regression and ANOVA analyses to discover how pride and passion affects the job engagement of sport employees. Additionally, this study will assess the prevalence of sport employee pride and passion for their sport organization.

The benefits of this study include providing a better understanding of constructs that are seldom used in the sport management literature (e.g., pride and passion; for an exception see Swanson & Kent, 2017) despite their positive influences on employee behaviors. With an improved understanding of the emotional states of sport employees, enhancements can then be made with regard to their personal development and organizational functionality. Further, developing sport employee engagement is similarly beneficial for employees and their organizations due to increased productivity (Kahn, 1992). The findings from this study will also assist practitioners in determining whether or not pride and passion should be developed amongst employees in order to produce greater job engagement.
The Impacts of the Work-Family Interface and Coping Strategy on the Relationship between Workaholism and Burnout in Collegiate Recreation Employees

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Management - Human Resource Management (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Work-Life Balance
Abstract 2020-128

Greater concern has been placed on experiences of employees within the workplace and the effect of challenging work environments (Schaufeli, Bakker, van der Heijden, & Prins, 2009). In response, scholars have increased examination into vocational behavior and effects on employee, employer, family, and social outcomes (Haar, Russo, Suñe, & Ollier-Malaterre, 2014). This has led to increased understanding of concepts such as employee engagement, work-family interface, and burnout. Beyond that, there has been a call to examine more mediating variables within employee behavior (Byron, 2005). Such research is important theoretically, providing insight into variables that influence vocational behavior, whether reducing the influence of bad employee behaviors or preventing the spread of negative consequences from the workplace into the employee’s non-work life.

Application within a recreational sport context is important. Unlike those working within traditional sport organizations, recreation employees have a different set of job expectations and organizational goals, such as increasing participation, increasing program efficiency, managing recreation facilities, and monitoring professional/student staff members (Zhang, DeMichele, & Connaughton, 2004). Student wellness has also become a more important topic in recent years, charging recreation employees with creating a healthy environment to improve student wellness (Doerksen, Elavsky, Rebar, & Conroy, 2014). Lastly, recreation employees are more likely to be dependent on students or low-training employees to maintain their operations, creating unique difficulties (Johnson, Kaiser, & Bell, 2012).

Therefore, the current study used SEM to examine the key concepts of workaholism, burnout, work-family interface, and coping strategies within the context of campus recreation employees. Specifically, the relationship between workaholism and burnout, as potentially mediated by the work-family interface and type of coping strategy utilized was examined. Results indicate a significant, positive relationship between workaholism and burnout ($\beta = 0.47$, $p < .001$), which aligns with previous research in the sport industry. The positive, indirect relationship between workaholism and burnout through work-family conflict and emotion-focused coping ($\beta = 0.078$, LLCI = .046, ULCI = .12) as well as through family-work conflict and emotion-focused coping ($\beta = 0.012$, LLCI = .003, ULCI = .022) was statistically significant. The indirect relationships through the work-family interface and task-focused coping were not significant.

The direct positive relationship between workaholism and burnout suggests workaholism is problematic for recreation employees, regardless of their work-family/family-work conflict. Additionally, the positive, indirect relationship between workaholism and burnout through the work-family interface and emotion-focused coping suggest work-family/family-work conflict and emotion-focused help explain the positive relationship between workaholism and burnout. Both relationships highlight the negative consequences of employees who are overcommitted to work, and the significant indirect relationship suggests those employees who experience work-family or family-work conflict and use emotion-focused coping strategies may experience higher levels of burnout. This examination allows recreation managers to better understand the challenges faced by their employees, while providing an opportunity to more effectively design human resources strategies for retention and improved employee wellness. Theoretically, an understanding of the relationship between workaholism and burnout, the influence of coping strategies, and how recreational employees can stem the negative consequences of workaholism are provided.
True Grit: Defining Grit in the Sport Workplace

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Management - Organizational Behavior (Other)
virtual asynchronous
20-minute oral presentation (including questions)
Session: Organizational Behavior I

Abstract 2020-129

The construct known as “grit,” initially developed by Duckworth (2016), has begun to receive increasing attention in the general business management literature (e.g., Jordan, Ferris, Hochwarter, & Wright, 2019; Jordan, Wihler, Hochwarter, & Ferris, 2019). One particular issue these authors have investigated is the refinement of the definition of grit in order to improve the validity of the construct and to improve application within the organizational behavior paradigm. Additionally, grit has not seen specific examinations in the sport management discipline despite the applicability of the construct within the sport industry. The germane qualities of grit in the sport workplace are grounded in motivation theory and goal setting (Jordan, Ferris, et al., 2019). Grit could offer a unique perspective into developing sport employee motivation by exploring how goals are set and adjusted. As such, this study was created to examine grit in the sport workplace and to determine the current applicability of grit’s definition with sport employees.

Duckworth (2016) originally defined grit as the perseverance and passion for long-term goals. However, this definition has taken considerable criticism. Jordan, Ferris, et al. (2019) argued for the removal of perseverance in terms of grit’s measurement and definition due to a lack of empirical support. Instead, the authors offered a definition that was centered on “one’s ability (a) to set and pursue purpose-driven long-term (higher-order) goals and (b) to effectively readjust short-term (lower-order) goals…” (p. 325). Restated, gritty individuals are able to alter day-to-day goals as needed in order to achieve goals that are more meaningful and enduring. In the sport industry, a gritty sport employee would be able to change their everyday behaviors in order to achieve long-term personal or professional goals. Consequently, such employees are in a near-constant state of personal improvement, which has potential benefits not only for themselves but also for their sport organization.

As part of ongoing data collection, semi-structured interviews are being conducted with full-time sport employees working in various college athletics departments and for professional sport organizations. An interview guide was developed based on the relevant literature on grit (e.g., Dau, Yuen, & Chen, 2017; Duckworth 2016; Weisskirch, 2018; Jordan, Ferris, et al., 2019; Jordan, Wihler, et al., 2019). To improve distinction, the guide also included questions pertaining to constructs that are similar to grit (e.g., psychological capital and passion). Data collection will conclude when data saturation is achieved (Jones, 2015). Thematic analysis will be used to analyze the data (Braun & Clarke, 2006, 2012).

In all, a better understanding of sport employee grit will create opportunities to improve the experiences of employees and enhance organizational outcomes. This could be done with future studies that measure grit’s relationship with relevant employee and organizational outcomes. As sport organizations continue to seek innovative ways to improve their outputs, grit offers a person-centric mechanism to not only develop their human capital but also to enhance the experiences of their athletes, coaches, and consumers as a result of gritty employees’ motivation to seek continual improvement and attain higher-order goals.
Understanding the Structures, Processes, and Outcomes of Inter-Organizational Sport-for-Development Partnerships in the At-Risk Youth Development Field

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B. Christine Green (Advisor), George Mason University
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Management - Organizational Behavior (Youth Sport) virtual asynchronous
Poster
Abstract 2020-130 Session: Poster Session II

Many sport-for-development (SFD) nonprofits have used sport-based interventions as a vehicle through which to develop young people, especially from low-income and ethnic minority communities (Hambrick, Svensson, & Kang, 2018). Previous literature highlights the importance of inter-organizational partnerships (IOPs) in SFD nonprofits’ resource acquisitions and capacity building for program delivery and social outcomes in disadvantaged regions (Welty Peachey, Cohen, Shin, & Fusaro, 2018). However, fewer studies have been conducted to examine SFD partnership dynamics from a process-based approach, although partnership outcomes depend on how collaborations are structured and implemented (Bryson, Crosby, & Stone, 2006). Therefore, the purpose of this study was first to identify SFD partnership network structures and then examine the processes of managing the challenges and outcomes of these partnership networks.

The antecedent-process-outcome (APO) model developed from a literature review on collaborative alliances (Wood & Gray, 1991) was drawn from to undergird this study. Traditional organizational studies have adopted resource-dependence theory (RDT) (Pfeffer & Salancik, 1978) to explain the determinants of IOPs. More importantly, several scholars highlight the importance of the process elements of IOPs under which to manage tensions and conflicts among partners from different sectors and domains: including governance, administration, mutuality, norms of trust, and organizational autonomy (e.g., Misener & Doherty, 2013). According to Thomson and Perry (2006), managing these dimensions is crucial to achieving positive IOP outcomes, such as the distribution of costs in achieving goals (Pasquero, 1991), building of capacity to mobilize resources (Sagawa & Segal, 2000), and facilitating social change (Logsdon, 1991).

To gain a richer insight of SFD partnership structures and dynamics, this study used a multiple case study approach based on two SFD partnership networks that operate in a large Midwestern city in the U.S. Both organizations seek to develop young people from disadvantaged areas. Data were collected via in-person and phone interviews. A semi-structured interview guideline, based on the APO model (Wood & Gray, 1991) and the partnership literature (e.g., Welty Peachey et al., 2018), was used to interview representatives of focal SFD nonprofits and their partners who were knowledgeable and experienced with their IOPs (n=12). A priori, thematic coding (Miles, Huberman, & Saldana, 2014), followed by open coding (Cordin & Strauss, 2008), was utilized to code all transcripts. To ensure trustworthiness, regular debriefing and membership checks were used (Creswell, 2012).

The findings indicated that SFD organization 1 formed a local, community-oriented network and used structural (e.g., administration) and social capital (e.g., informal communication) approaches to mitigate the operational issues of IOPs in a way that facilitated resources and knowledge for program delivery. SFD organization 2 was found to establish a city-wide network and utilize planning and process capacity (e.g., formalized documents) to address the strategic issues of IOPs so that the corporate and public sectors would allocate more resources to the SFD field. This study advances the “gray or clear box evaluation” in the nonprofit partnership literature and can guide SFD practitioners for aligning specific strategies to specific partnership challenges.
Utility Maximization and Player Procurement: An Investigation of Major League Baseball

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Management - Human Resource Management (Professional Sport) virtual asynchronous
Poster
Abstract 2020-131 Session: Poster Session I

Willingness and ability to spend financial resources varies greatly among teams in Major League Baseball (MLB). This phenomenon is apparent in the player salary disparity between large and small market teams (Depken, 2000). The difference in salary budget brings into question how small market MLB teams can possibly compete against teams in larger markets who can offer players higher levels of salary compensation. Previous scholars have looked at the relationship of market size, pay, and performance (Burger & Walters, 2003), as well as other determinants of player salary such as race, ethnicity, and physical attributes (Stone & Pantuosco, 2008). Together, these areas have been analyzed using the Moneyball hypothesis, where inefficiencies in the sport labor market are determined in order to gain competitive advantages (Hakes & Sauer, 2007). However, the lifespans and inherent competitive advantages of these inefficiencies are often short-lived as more teams become aware. Very little research has identified a more permanent strategy for player procurement that can assist small market teams to compete. To fill this gap, the current research employs the economic principle of utility maximization in order to determine where MLB teams get the most production for money spent. Through this somewhat novel approach, the current study contributes to the body of research concerning salary and organizational efficiency in sport.

To answer the question of how MLB teams can maximize their utility of player production received for the amount of money spent, a quantitative, multiple regression analysis was used. The dataset included all players with at least one year of MLB service time who were on a 25-man MLB rosters at the end of the 2019 MLB regular season (n ≈ 650). Dependent variables were lifetime player salary and lifetime player production as represented by the sabermetric statistic Wins Above Replacement (WAR). WAR is a widely used statistic that summarizes the total contribution of a player to their team over a given time period (Slowinski, 2010). The independent variable was the player’s place of birth, with many other control variables such as physical attributes, position played, college experience, and draft status.

Preliminary analysis of the data shows that players born in the United States are typically more expensive on a per-WAR basis than players who were born in other countries. Furthermore, players who attended college were typically less expensive than those who were drafted out of high school. Initial implications of this research provide insight to MLB front office personnel about where they can generally get the most player production (i.e., utility) for the money spent on player salary. As this project continues, further analysis will hope to build a general player profile which maximizes the amount of production in terms of WAR, while minimizing the amount of money spent. In other words, the goal is to determine a profile for the typical player that yields small market, budget conscious teams the most bang for their buck, and therefore provides understanding of where these teams can focus their player procurement efforts to maximize utility.
Value Creation Through Athlete Social Responsibility

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Matthew Walker (Advisor), University of North Texas
Marlene Dixon (Advisor), Texas A&M University

Management - Corporate Social Responsibility (Professional Sport) virtual asynchronous Poster
Abstract 2020-132 Session: Poster Session II

Social responsibility (SR) among professional sport teams and organizations has attracted both academic and practitioner attention (Walzel et al., 2018). Surprisingly, little work has been devoted to individual athlete social responsibility (ASR) and the role ASR might assume in athlete brand value creation in professional sports (see exceptions, Tainsky & Babiak, 2011; Kim & Walker, 2013). Given the unique resource bundles created by and through SR regarding firm-level competitive advantages (Barney, 1991; Walker & Mercado, 2013), it stands to reason the same could be true for SR at the athlete level-of-analysis. If properly activated, ASR should serve as a resource to enable value creation for the athlete.

The purpose of this research is to investigate the relationship between ASR and athlete value creation in professional sports. Panel data from professional sports in North America will be used to test the theory of whether an observable competitive advantage is derived for athletes who have engaged in ASR activities.

Through a resource-based view (RBV) lens in the strategy literature (Barney, 1991), SR has been the focus for strategic sport resource research (Babiak & Wolfe, 2009; Walker & Mercado, 2013). The influence of sport in modern society as both entertainment and a social pulpit underscores its unique value (Dunning, 1999; Jackson, 2017). With the increased attention to social issues and stakeholder responsibilities to community stakeholders (Madsen & Rodgers, 2015), athlete (i.e., actor) efforts towards SR should provide the actor with discriminatory status from other athletes without SR. Similar to the effects seen in organizational SR research (Husted & Allen, 2007; Walker, Salaga, & Mercado, 2016; Visser & Kymal, 2015), social leverage should contribute to value creation for the ASR actor. From the RBV perspective, ASR should serve as a valuable, rare, inimitable, and non-substitutable resource, which in theory should generate a competitive advantage (Barney, 1991). Therefore, we hypothesize that ASR enables discriminatory power, which serves as a conduit to athlete value.

Athlete data in four major sport leagues of North America were identified. The images and reputations of affiliated athletes, teams, and the leagues in terms of SR involvement and social issue support (Cunningham, et al., 2019; Inoue, Kent, & Lee, 2011) as well as representative status makes these leagues appropriate research contexts. We examine the impact of off-field performance as a value creating resource; SR status and contributions will be used as measures of intangible resources. The model will include several control variables including athlete-, team-, and league-relevant factors in order to restrict major confounding effects. We will employ latent growth modelling in Mplus to capture the influence of SR status on athlete market value change across the athlete’s career.

This study is expected to address unique contributions to academic and practical fields regarding ASR, its immediate value creation, and residual value evaluation. In academia, the results should offer insights into how and why ASR reflects on the athlete’s value creation. The results will also contribute to sport practitioner’s understanding of how athlete intangible values should be evaluated and leveraged.
In his Ziegler lecture, Chalip (2006) argued for the development of sport-based theory to position sport management as a distinct academic discipline. This may entail the development of new theory drawn from sport or the extension of established theory by demonstrating the uniqueness of sport contexts. Chalip’s (2006) thesis is particularly relevant for those studying institutional theory within sport management. Institutional theory has been an important theory in sport management with scholars invoking various tenets to understand sport phenomena (Washington & Patterson, 2011). However, Washington and Patterson (2011) questioned if institutional theory was actually being advanced by scholars in the sport management field. In fact, they offered the following scathing assessment, “A crude summary of the above research on institutional theory and sport could argue that all the research has done is demonstrate that the sport field operates under institutional pressures similar to other industries. Thus, while this might advance the scope and reach of institutional theory, it does not really extend the theory.” (Washington & Patterson, 2011, pp. 8-9)

Since Washington and Patterson’s review, institutional theory has remained relevant for understanding sport and the organizations that operate in the field, but it is fair to question if sport has become relevant for developing new understandings for institutional theory.

The purpose of this presentation is to critically assess the implementation of institutional theory in sport management research. Specifically, we focus on the near decade of research following Washington and Patterson’s (2011) review of institutional theory in sport management. Whereas we highlight new trends of institutional theory in the field, such as institutional work (e.g. Dowling & Smith, 2016; Edwards & Stevens, in press; Edwards & Washington, 2015; Nite, 2017), legitimacy (e.g. Hemme & Morais, 2019; Sam & Ronglan, 2018, Stenling & Sam, 2017), and policy and governance (e.g. Heinze & Lu, 2017; Lu & Heinze, in press; Nite et al., 2018; Nite & Washington, 2017), we also offer insights into some conceptual challenges facing sport management scholars. We argue the importance of conceptual clarity for sport management scholars invoking institutional theory. That is, we suggest that many have treated the constructs of institutionalism as paradigms rather than as theoretical frameworks to be tested or predictive, which limits the advancement of institutional theory in the field of sport management.

Further, we contend that sport scholars should improve at providing evidence for institutionalization. We recognized that sport management scholars often infer the effects of institutions within sport contexts rather than showing how social processes, structures, and power structures have become engrained and taken for granted. Finally, we advocate that scholars should continue modernizing their conceptualizations. Importantly, the developing institutional work framework requires scholars to move beyond focusing on engrained structures and re-engage embedded agency, power, and interests within institutions (see Battilana, 2006; Hampel et al., 2017; Lawrence & Suddaby, 2006).
What Does “Degrowth” Mean for Sport Management?

Chen Chen, University of Alberta

Management - Organizational Change (Other)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Sustainability II
Abstract 2020-134

The issue of environmental and ecological sustainability has gained increasing scholarly attention in sport management in the last decade (e.g., Mallen, 2017; Mallen et al., 2011; Sartore-Baldwin & McCullough, 2018; Orr & Inoue, 2018; Scott et al., 2015; Trendafilova et al., 2013; Trendafilova et al., 2014; Trenfidalova & McCullough, 2018). As observed by Millington et al., (2016) and Wilson (2012), the prominent perspective underlying sport industry’s environmental practices is ecological modernization theory, which presumes that economic growth and the technological innovations therein would eventually lead to a concerted advancement of consumption and sustainability. Building upon this critique and aiming to provide an alternative perspective in envisioning sport management’s contribution to a more sustainable and equitable society, this paper introduces the “degrowth” framework and explores its preliminary implications to our field.

In response to ecological degradation, resource depletion, and climate crisis, literature in various fields (e.g., development studies, ecological economics, and political ecology) has challenged the notion of “growth” (DeMaria et al., 2013; Escobar, 2015). Not only have scholars found that economic growth (primarily measured in GDP) has not guaranteed better material living conditions or collective well-being (Stiglitz, 2012), it is increasingly questioned whether continued, unlimited economic growth (especially in the developed parts of the world, Buch-Hansen, 2014) is compatible with long-term ecological and social sustainability. One such framework that has gained increasing scholarly attention is “degrowth” (DeMaria et al., 2013; Kallis, 2011), a constellation of thoughts that first, highlight the limitation of, and call for a transition from, traditional growth-based models of economy and society, and second, seek to explore new ways of living and social organizing patterns (e.g., an “equitable downsizing of production”, Schneider et al., 2010), with moderate, sufficient levels of consumption that not only enhance human well-being but also improving local and global ecological conditions (Martinez-Alier, 2012). Importantly, degrowth scholars recognize the irreplaceability of natural capital stocks (water, air, soil, and other natural resources) and that even eco-friendly technological innovations would still result in the increase of overall consumption and are thus incapable of maintaining a healthy ecosystem in the long run (Latouche, 2006).

As noted by Shrivastava (2015), the idea of degrowth has profound implications for both management studies (because these research fields have largely presumed economic growth as progress) and organizational practices (as it would imply a transition away from the overarching goal of “growth” towards conviviality in production, distribution, resource usage, and investment). Considering that sport industry is widely considered as a “growing” industry (Milano & Chelladurai, 2011) and that sport management as a field will continue to be influenced by mainstream management and organization studies (Chen & Mason, 2018), this paper seeks to perform a preliminary discussion of the degrowth framework. In addition to summarizing the major theoretical underpinnings of degrowth framework, its important insights and limitations, this paper will answer these questions: Is degrowth relevant to sport management? If so, what implication does degrowth have for sport management in both theory and practice?
Who Makes a Good Leader? Gendered Evaluations of Leadership Competencies in Intercollegiate Sport

Lauren Hindman, University of Massachusetts Amherst
Lindsey Darvin (Advisor), State University of New York College, Cortland

Management - Diversity (College Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Women Leadership I

Abstract 2020-135

Nearly 50 years after the passage of Title IX, men continue to outnumber women in leadership positions in sport (Acosta & Carpenter, 2014; Lapchick, 2018). At the National Collegiate Athletic Association (NCAA) Division I level, women only represent 9.2% of athletic directors. Additionally, women hold less than half of heading coaching positions for women’s programs across Division I (40.1%), II (35.8%), and III (44.3%) levels (Lapchick, 2018). Prior research in role congruity and social role theories has posited that men are viewed as better suited for leadership roles that require stereotypically masculine traits, while women are preferred for positions with stereotypically feminine traits (e.g. Burton, Grappendorf, & Henderson, 2011).

The assignment of these stereotypical traits often results in fewer women in positions of power and leadership (LaVoi, 2016). For example, traditional gender role beliefs likely contribute to the associations drawn between sport, leadership, and masculinity as women athletes tend to view their women coaches more negatively than their men coaches (Madsen, 2016). Women are also often less likely to be hired for leadership positions than men, even when deemed to have equal likelihood of potential success (Burton, Grappendorf, & Henderson, 2011). Subsequently, previous work has indicated that perceptions of leader effectiveness are not different based on the sex of the leader (Burton & Peachey, 2009; Welty Peachey & Burton, 2011).

That being said, many sport management studies considering the gendered nature of leadership has taken a top-down approach by asking participants whether they would consider individuals as qualified or hireable for certain positions. When evaluating leaders, however, it may be more appropriate to ask employees to rate their supervisors. We take this latter approach in the present study, asking NCAA Division I, II, and III administrators and coaches (n = 650) to evaluate their supervisors using an adapted Zenger Folkman leadership competency scale. This scale evaluates 16 successful attributes leaders should maintain across industry segments.

Based on prior literature, our research questions for the study included 1) how does the supervisor’s gender affect their leadership competency rating and 2) how do the a) gender match between supervisor and employee, b) supervisor's family status, and c) supervisor's background as a former student athlete background affect the relationship between supervisor gender and leadership competency rating. ANOVA results indicate that women’s leadership competency scores are significantly higher than men’s (p < 0.01). The moderating effect of supervisor–employee gender match was also significant (p < 0.01), with both men and women rating their women supervisors more favorably. The moderating effects of family status and student-athlete background were not significant.

Discussion will focus on the implications of results, including how women employees’ significantly lower ratings of the men who supervise them suggest potential issues with men’s leadership competencies when leading women. Additionally, we will discuss possible explanations for women’s overperformance compared to men on the leadership competency scale. This study offers several contributions to the literature on women’s leadership in sport, including the first use of the Zenger Folkman scale and new insights into how men and women leaders are evaluated differently.
Why WIN (Women in NASSM)? Motives and Benefits to Members

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Management - Diversity (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Women Leadership III

Abstract 2020-136

The Women in NASSM (WIN) group was started in 2004 as a place of support and connection for female members of NASSM. The group started as an unofficial/unrecognized gathering and has since been officially recognized and included in the yearly NASSM schedule. Currently, there are 264 individuals included on the WIN listserv and attendance at the annual meetings averages around 60 participants (H. Grappendorf, personal communication, October 31, 2019). The purpose of this study is to further exam the impact of the WIN group including the motives members purport and the benefits which are derived from its existence.

There is a wealth of literature which examines the psychological benefits and outcomes of group membership including those with underrepresented or marginalized identities. The stereotype inoculation model posits career and academic aspirations are very much influenced by the exposure to successful role models and the degree to which one can relate to those role models (Dasgupta, 2011). Drawing from the literature which examines the psychological benefits and outcomes of group membership, the inoculation model makes four predictions: 1) Similar to a medical vaccine, contact with successful ingroup experts and peers will function as a “social vaccine”, protecting individuals from self-doubt and increasing self-efficacy. 2) Contact with ingroup experts and peers is particularly important for those whose ingroup is a numeric minority, for instance women studying or working in a male dominated discipline/field. 3) Exposure to ingroup experts is most potent if connection or identification with them is achieved. 4) The cumulative effect of stereotypes and/or isolation of being a numeric minority is often subtle and unconscious, thus, the impact of exposure to ingroup experts and peers may only be visible through implicit self-efficacy measures (Dasgupta, 2011). In sum, the model predicts this “social inoculation” will positively influence sense of social belonging, self-efficacy, feeling less challenged by difficulty, and feeling less threatened, thus, leading to positive performance, achievement, and attrition outcomes (Dasgupta, 2011).

Using the theoretical underpinnings of stereotype inoculation model (Dasgupta, 2011) as well as social identity theory (Tajfel, 1981; Tajfel & Turner, 1986), role model theory (Dalton, 1989), stereotype threat (Steele, Spencer, & Aronson, 2002), and belongingness uncertainty (Walton & Cohen, 2007), this study will examine the broad impact of the WIN group on female doctoral students and faculty members of Sport Management. Specifically, we will examine the motivational factors influencing group membership and group participation as well as outcomes and benefits experienced by group members.

A mixed-methods approach will be used for this research. Semi-structured interviews will be utilized and quantitative measures will include examining feelings of belonging within NASSM and within the field (scale adapted from the PBS—Allen, 2006), measures of self-efficacy (scale adapted from the NGSE—Chen, Gully, Eden, 2001), perceptions of threat (scale drawn from Ethier & Deaux, 1994), and ability to handle difficulty (scale adapted from the PSS—Sheldon, 1994). Control, demographic, and grouping variables will also be collected. Participants will consist of NASSM members who self-identify as WIN members.

Results will be presented and implications and future research will be discussed.
Win-At-All-Costs? Follower Bottom-line Mentality as a Buffer between Servant Leadership and Organizational Commitment

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Ho Yeol Yu, University of Houston

Management - Leadership (School Sport) virtual asynchronous
Poster Abstract 2020-137 Session: Poster Session II

Servant leadership (SL) emphasizes ethical treatment of followers, is characterized by enduring qualities of genuine caring, humility, and empathy, and has been associated with numerous leader effectiveness outcomes such as follower job satisfaction and commitment (Robinson, Neubert, & Miller, 2018). The purpose of this study answers a call to investigate follower characteristics that allow servant leadership to be more, or less effective (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). Based on leader-member exchange theory (LMX; Graen & Uhl-Bien, 1995), a relationship-based perspective of leadership focused on the two-way (dyadic) exchange between leaders and followers, this study specifically predicted head coach (HC) bottom-line mentality (i.e. 1-dimensional, win-at-all-costs attitude; Greenbaum, Mawritz, & Eissa, 2012) would negatively impact the relationship between athletic director SL and HC commitment.

Data were collected via online survey from a purposive convenience sample of 810 interscholastic head coaches from 47 states in the USA. The sample consisted of 72% male (n = 578) and 28% female (n = 232) with average age 43 years. HCs evaluated athletic director SL by responding to 14 items on the servant leadership scale (Ehrhart, 2004), and measured HC affective organizational commitment (AOC; Meyer & Allen,1997), and bottom-line mentality (BLM; Greenbaum et al., 2012) by responding to five and four items respectively. All measures utilized a 7-point Likert scale. To test whether SL and BLM interacted in their influence on AOC, Structural Equation Modeling with a numerical integration algorithm was conducted using M-plus 6.1.

Fit indices of the initial confirmatory factor analysis met commonly accepted standards [S-B $\chi^2$ (df) = 795.80 (206), S-B $\chi^2$/df = 3.86, p < .001; CFI = .94; TLI = .93; RMSEA = .06; SRMR = .04], and values of average variance extracted for study constructs ranged from .53 to .68. However, two items of AOC were removed due to low factor loadings, and resulting overall fit measures indicated that our model is a plausible representation of the structures underlying the empirical data [S-B $\chi^2$ (df) = 799.40 (206), S-B $\chi^2$/df = 3.88, p < .001; CFI = .94; TLI = .93; RMSEA = .06; SRMR = .04]. All three research hypotheses were supported with parameter estimates significant at 1% or less in the expected direction. H1 predicted SL would significantly impact AOC ($\gamma_1 = 0.45$, p < 0.01). H2 predicted BLM would negatively impact AOC ($\gamma_2 = -0.19$, p < 0.01). Lastly, H3 predicted the interaction effect of SL and BLM would have a significant negative impact on AOC ($\gamma_3 = -0.21$, p < 0.01).

The novel contribution of this study lies in finding that when follower BLM is win-at-all-costs, the influence of SL will not increase follower commitment. Thus, BLM overrides the positive impact of SL on AOC, and it appears a HC’s win-at-all-cost attitude might not mesh well with a SL athletic director focused more on growth and well-being of staff and student-athletes rather than winning percentage. Further discussion of theoretical and practical applications, as well as directions for future research, close the presentation.
Marketing
“Why Can’t We Be Friends”? An Examination of Academic and Industry Alignment in Sport Sponsorship

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Marketing - Sponsorship (Other) virtual asynchronous Poster
Abstract 2020-138 Session: Poster Session II

Within the complex marketing environment, sports sponsorship is a central component, estimated at $20 billion by 2022 (PWC, 2018). As a result, this sector of sport has been relevant to both academia and industry, which is supported by the significant body of scholarly and practitioner-based literature.

The academic literature on sport sponsorship has been comprehensively examined through three reviews. Cornwell and Maigman (1998) performed an initial systematic sponsorship review. Given the relative novelty of research on sponsorship, the literature either described the development of sponsorship or defined its main characteristics. Bjorn Walliser (2003) extended the initial review by including international studies. He focused on the evolution of sponsors hip and found the definition of sponsorship had matured. Finally, Spais and Johnston (2014) examined how scholarly sponsorship research evolved by using computer-assisted text analysis. They found the amount of sponsorship articles more than doubled in two-thirds the time.

These three broad reviews focused on research and direction for future investigations, however there is a wealth of industry articles and a topical review of this literature does not exist. The abundance of articles provides an opportunity to assess the alignment between sponsorship theory and practice. Due to the communication gap that frequently exists within the sport sector, the purpose of this study was to extend previous reviews by integrating industry articles and assess alignment of topics across sectors of the sport sponsorship landscape.

Following the methods of previous reviews, searches were performed using Business Source Complete and ISI Web of Knowledge between January 2014 and March 2019. In addition, a manual search of Sports Business Journal (SBJ) was conducted for the same timeframe. A total of 466 articles were identified with 200 being in academic journals and 266 in industry publications.

Next, articles were categorized into 14 themes. Because the number of academic and industry articles were different, the comparison was made using the percentage each topic was discussed in academic versus industry publications. Using the differences in percentages, the themes were classified as industry-heavy, balanced and academic-heavy. Industry-heavy topics included: Digital and Social, eSports, Gambling, Jersey Sponsorship, and Activation. The balanced topics included: Termination, Endorsement, Naming Rights, Women’s Sports, and Measurement. Academic-heavy topics included: Identification, Corporate Social Responsibility (CSR), Ambush Marketing, and Rival.

This review identified different themes than those in previous reviews. However, the findings are consistent with the most recent review by Cornwell and Kwon (2019), who found that there is a surplus of academic articles related to consumer behavior (e.g. the topic, “Identification” in the current study).

One reason for the imbalance is the academic publishing process is lengthy, so academia has not had a chance to publish research on new or hot topics such as eSports and gambling. On the other hand, industry has limited access to academic information. Ideally academia and industry would focus on the same topics. The few topics that are balanced may provide a roadmap for integration of theory and practice within sport sponsorship. Implications and future research direction will be discussed.
A New Player in Town: Fan Consumption Behavior Factors within a Recently-Competitive Market

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Gregg Rich, Georgia Southern University
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Marketing - Consumer Behavior (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Consumer Behavior/Fan Development
Abstract 2020-139

For more than a century, Americans have filled ballparks across the country to experience America’s pastime. One of America’s first professional sports, baseball has become as synonymous with summer as apple pie, hot dogs, and—according to the popular commercial—Chevrolet (Rummel, 2016). While baseball long maintained complete control of the summer sports landscape, in recent years, other sports have joined baseball. One such sport is Major League Soccer (MLS).

Since its inception in 1996, MLS has expanded to more than 20 teams throughout North America (Sports Business Journal, 2015). MLS has gained popularity largely due to its unique event experience that consists of fan communities that foster energetic atmospheres, with many standing and chanting throughout games (Haden, 2018). This juxtaposes with the MLB experience that draws spectators with its ability to socialize, escape, and enjoy entertainment (James & Ross, 2002; James, Fujimoto, Ross, & Matsuoka, 2009).

With consideration to the parallel seasons of these two sport leagues, Funk and James’ (2001; 2006) Psychological Continuum Model (PCM) is employed—with its four stages of psychological connection—as a framework of inquiry to explore motives and constraints that lead individuals toward MLB and/or MLS team fandom. Ultimately, this study seeks to understand the unique motives and constraints for how individuals become fans of a team from one league versus the other—or fans of both.

Method/Data Analysis

Semi-structured interviews will be conducted with individuals who live in geographic proximity to Atlanta, GA and identify as supporters of both the Atlanta Braves (MLB) and Atlanta United (MLS). Study participants must have attended at least one game for each team in the past year and reside within 75 miles of downtown Atlanta.

Atlanta was chosen as the context for this exploratory study since it possesses an established MLB team and a relatively new MLS team—with a strong attending fan base—that recently completed its third season. While all contexts differ, the characteristics found in Atlanta facilitates the examination of fan progression through the PCM over the past three years with a new market entrant, and its impact upon the established team’s fan base.

Viable study candidates will be recruited by research team members using existing, interpersonal networks, with data collection pursued until saturation is achieved. Data will then be independently analyzed and coded by each member of the research team, followed by consensus coding to ascertain existing themes.

Discussion/Implications

Results from this study are anticipated to provide both theoretical and practical implications. By examining fan progression through the PCM, key factors for encouraging psychological connection with teams will more accurately be delineated, allowing practitioners to engage in strategic marketing campaigns that promote those factors while avoiding the inclusion of any study-identified, fan consumption constraints. Further, there is scant research that considers a competitive fan consumption environment between teams within these two professional leagues.

Findings from this study should assist in the development of future studies that would likely yield additional findings, both theoretical and practical, for the established MLB and nascent MLS.
A Study of NHL Fandom Formation in Red Deer, Alberta

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Craig Hyatt, Brock University

Marketing - Consumer Behavior (Professional Sport)  
virtual asynchronous 
20-minute oral presentation (including questions)  
Abstract 2020-140 
Session: Consumer Behavior/Fan Development

Over the last generation, sport consumer behavior researchers have found many reasons why a sports fan would start cheering for one team over another. One of the most typical antecedents to team fandom is geographic proximity, where fans commonly cheer for the closest team. However, in the case of a city located halfway between two teams in the same league, how would the locals come to choose one over the other?

Red Deer, Alberta is exactly 84 miles (135.2 km) north of Calgary and 84 miles south of Edmonton. In order to understand how Red Deer residents came to cheer for either the NHL's Calgary Flames or Edmonton Oilers, six Flames fans and six Oilers fans from Red Deer were interviewed one-on-one and face-to-face. Open-ended questions in the interpretive tradition were asked each fan to ascertain how they became the fans that they are.

Analyzing their stories revealed four themes explaining the formation of their team loyalties. Many stated they were socialized into either Flames or Oilers fandom by family members, while others listed either team's past successes as providing an initial attraction—two common antecedents found in existing sport consumer behavior research (Wann & James, 2019). A third antecedent was termed “rebelliousness” in that some Flames fans originally started cheering for Calgary because they perceived the Oilers at the time to be wildly successful and very popular, so they were drawn to the Flames' underdog status. Possibly the most interesting antecedent found was that of place attachment (Laverie & Arnett, 2000).

Delia and James (2018), and Aden and Titsworth (2012) investigated cases where fan loyalty to a specific team is rooted in how that team is connected to and represents a certain geographic area. This place attachment is the idea of someone supporting a team because of a connection felt with the city, region, or community the team plays out of. However, in both aforementioned cases, the fans' place attachment was to the place where they live or had grown-up. With Red Deer, however, five fans stated positive associations with either the city of Calgary or city of Edmonton that lead to an attraction to the Flames or Oilers, even though none of the interviewees had ever lived in either city. In three of the five cases, fans noted an attraction to the image of the city (ex., blue-collar Edmonton versus country-and-western Calgary), and in two cases, pre-existing CFL fandom for either the Calgary Stampeders or Edmonton Eskimos led to positive associations with that city, opening the door to subsequent fandom for that city's hockey team.

This finding makes a contribution to the sport consumer behavior body of knowledge by uncoupling the (either current or former) residency requirement for the construct of place attachment. Similar to how tourism scholars can better understand the demand for vacations in various locales when destination image is considered (Kavaratzis, 2004; Qu, Kim, & Im, 2011) sport managers should recognize how place attachment can influence team selection amongst both local and non-local fans.
A Study on Female Sport Participants' Subjectivity: The Investigation of Consumer Types towards Sport Brands' Online Advertisements using the Q-Methodology

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Marketing - Consumer Behavior (Physical Activity) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior II

Abstract 2020-141

As the sport participation gap between genders are rapidly diminishing, it is more than understandable that global sport brands such as Nike and Under Armour are focusing more in the production of female productions (Lim, 2017). Reflecting this global trend, the South Korea Ministry of Culture, Sports and Tourism reported that in 2018, the percentage of female sport participants (62.8%) surpassed the male participation rate (61.9%) in Korea. Consequently, the importance of female consumers within the sport industry is growing each year which is why brands are aggressively pushing out online advertisements daily specifically targeting women (Kim, 2009).

Shimp (1981) reported that classical conditioning theory is also applied in advertisements where people tend to adopt their attitude towards the advertisements that they were repeatedly exposed to towards the product itself. In addition to Shimp’s work, many have proved classical conditioning’s effect in the field of advertisement (Gorn, 1982; Koreber-Riel, 1983; Mechleit & Wilson, 1988). Acknowledging the importance of deriving positive attitude toward advertisements as they gradually affect consumers’ attitude and behavior towards brands and their products, Stephenson (1969) suggests that the act of purchasing and consuming is subjectively organized, and that individual’s unique subjectivity is what drives their attitude and behavior towards advertisements, brands, and products. Therefore, despite there are efforts to distinguish consumers by their demographic features in order to specify targets for marketing purpose, it cannot provide deep understanding and implications that reflect individuals’ personal values, lifestyles, and other subjective priorities they seek during their entire consuming process (Choi, 2006). Therefore, in attempt to explore and understand the role of female participants’ subjectivity when viewing sport brands’ advertisements, this study utilized the Q-Method designed by Stephenson (1953). Specifically, this study aims to (1) investigate and categorize consumer types according to the subjective attitude towards sport brands’ online advertisements, and (2) provide detailed implications according to each categorized type in hope to provide reference data for feature marketing and research purposes.

Following Stephenson’s (1953) Q-Method, a research method that utilizes set theory and factor analysis to study individuals’ subjectivity in an objective matter, this study first produced 34 Q-Samples by collecting and analyzing online advertisements which were uploaded at the brands’ Korean social media channels that feature female sport products throughout July 2018 to June 2019. Next, 20 female subjects who are currently participating in sport activity were chosen as P-Samples and were asked to perform the Q-Sorting process designed by Stephenson followed by written comments on the subjects’ personal reason behind their sorting.

The collected data were processed by the QUANL PC program and resulted in extracting 5 factors and the subjects were grouped into five distinct consumer types. The types were named (1) role model followers, (2) brand reputation valuers, (3) first impression & product information seekers, (4) body “fitness” admirers, and (5) simple image & catchy slogan lovers. This study further provides detailed explanation and implications for each consumer types based on the findings which can assist sport brands’ future marketing activities when targeting female consumers.
Price bundling is a popular pricing strategy in various industries. The practice of price bundling can also be found in the sport industry, where sporting events have a wide range of demand. For instance, high demand events (e.g., MLB All-Star Game) attract out of town sports fans. In certain cases, high demand for an event can make accommodations scarce. Bundling tickets and hotel rooms helps traveling fans secure lodging, avoiding uncertainty as the event draws closer. On the other hand, bundling can be an effective tool for lower demand events (e.g., some MLB regular season weekday games). In these cases, ticket sales can be challenging, but the way discounts are framed in bundled offers may influence purchase intentions (Gilbride, Guiltinan, & Urbany, 2008; Johnson, Herrmann, & Bauer, 1999).

Mental accounting (Thaler, 1980, 1985, 1999) helps explain how a consumer evaluates a transaction (i.e., a gain or loss) based on price bundling. For example, when item availability is an issue, perception of scarcity creates urgency to obtain a product (a gain) because it may soon be unavailable (a loss) (Aggarwal, Jun, & Huh, 2011; Gupta & Gentry, 2016, Byun & Sternquist, 2012). Likewise, for a discounted bundled package, consumers may feel as if they evaded a loss (i.e., paying extra; Arora, 2008; Thaler, 1985).

Although bundled packages of tickets and hotel rooms are common, the effectiveness of availability and discount message framing on consumer behavior in this context is unknown. Therefore, the purpose of this study is to examine the influence of message framing in price bundling within the context of sporting events with varying levels of demand. Based on previous literature, the authors hypothesize that when encountering limited availability, consumers will prefer a bundled offer. The authors also hypothesize that discount message framing will result in different levels of perceived value, influencing purchase intentions.

A 2 (bundled offer vs. unbundled offer) x 2 (limited availability vs. no mention of availability) model was developed to test the impact of item availability within price bundling. Additionally, a 4 (joint, integrated vs. joint, segregated vs. ticket leader, segregated vs. hotel leader, segregated) x 1 (a bundled price) model was developed to examine the effectiveness of discount framing. Data collection is in process. Respondents are currently being recruited via Amazon Mechanical Turk and randomly assigned to bundling scenario groups.

To examine the effectiveness of item availability, respondents will rank their degrees of perceived scarcity and urgency to buy (Gupta & Gentry, 2016), anticipated losses (Byun & Sternquist, 2012), and willingness to purchase (Grewal, Monroe, & Krishnan, 1998). To investigate the effect of discount framing, respondents will be assessed on perceived transaction and acquisition value (Grewal et al., 1998), attitudes (Lee, Choi, & Li, 2014), and purchase intentions (Dodds, Monroe, & Grewal, 1991; Maxwell, 2002). Two ANOVAs will be used to determine group differences in room availability and in discount framing messages. This study will advance our understanding of the impact of bundling and message framing in an environment where demand fluctuates.
An Egocentric Network Analysis of WNBA Fans: Examining IsoFans and Social Fans

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Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Fan Development
Abstract 2020-143

Most consumption experiences occur alongside other consumers (Ramanathan & McGill, 2007). In fact, co-experienced consumption is considered ubiquitous for modern consumers (Kovacheva & Lamberton, 2018). This logic has often been extended to sport. Researchers have long noted the importance of ‘other fans,’ notwithstanding whether sport consumer behavior has been conceptualized as a socializing agent (James, 2001), consumption motive (Trail & James, 2001), or point of fan community attachment (Yoshida, Heere, & Gordon, 2015). Recently, sport researchers have emphasized the salience of co-consumption in sport consumer networks (Katz, Heere, & Melton, 2019), sport fan communities (Asada & Ko, 2019), and Twitter brand communities (Naraine, Pegoraro, & Wear, 2019).

But what happens in situations where finding such connections with ‘other fans’ proves challenging? How do sport consumers satisfy their desire to co-consume in contexts beyond the most popular sports? To engage with this question, we examined the egocentric consumption networks of Women’s National Basketball Association (WNBA) fans. Egocentric network analysis is based on the assumption that individuals exist in particular social contexts that affect their behaviors and attitudes (Perry, Pescosolido, & Borgatti, 2018).

Accordingly, we distributed an electronic survey that yielded 804 usable surveys from self-identified WNBA fans. We asked participants to list the individuals with whom they communicate or interact with related to their WNBA fandom. Next, we used E-Net (Borgatti, 2006) to create egocentric networks for eligible participants before transferring the dataset into HLM 7 (Raudenbush, Bryk, & Congdon, 2011). With tie strength as the dependent variable, we ran four different models with appropriate predictors: an unconditional model, alter-level model, ego-level model, and combined model. Following model deviance testing and base model comparisons, each model was shown to be significant, indicating that tie strength is explained by both ego- and alter-level attributes. Full results will be discussed in the presentation.

During HLM modeling, we were surprised to see that 227 participants (29%) indicated they consumed with no one. These were not blank responses; participants explicitly stated they interacted with no one in ways related to their WNBA fandom. There were mean differences between what we termed “Social Fans” and “Isolated Fans,” or “IsoFans.” Social Fans reported higher levels of team identification (4.37 vs. 3.96), games attended (3.88 vs. 2.2), and games watched (12.45 vs. 9.5).

In addition to co-consuming, individuals are also increasingly engaging in solo consumption behaviors such as dining out alone at restaurants (Her & Seo, 2018; McKeown & Miller, 2019) and solo traveling (Laesser, Beritelli, & Bieger, 2009; Yang, Yang, & Khoo-Lattimore, 2019). Though less common than social consumption, solo consumption appears to be gaining prominence and warrants examination. Sport scholars have argued that it is “entirely plausible” a fan will consume and follow sport alone (Lock & Funk, 2015, p. 4). The results of our inquiry support this assertion, and this work should open the door for additional examinations of IsoFans in different contexts. From a sport marketing perspective, the implications of this work may be considerable.
An Extension to Fan Behavior: The Introduction and Initial Measurement of Basking in Other's Failure (BOFing), Cutting Off Other's Failure (COOFing), Basking in Other's Success (BOSing), and Cutting Off Other's Success (COOSing)

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Sean Laraway, San Jose State University
Cody Havard, The University of Memphis
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Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
Poster
Abstract 2020-144 Session: Poster Session I

Introduction

Existing research has shown that fans commonly support their favorite teams following success via basking in reflected glory (BIRGing), while distancing themselves from unsuccessful outcomes through cutting off reflected failure (CORFing; Jensen et al., 2016). Fans may also support their favorite teams following failure using basking in reflected failure (BIRFing) and may even distance themselves following triumphs through cutting off reflected success (CORSing; Campbell et al., 2004). Although previous investigations have reported and validated measures of these integral fan behaviors related to one's identified team, we propose a novel set of behaviors derived from outcomes of competing or rival teams. Researchers have considered how rivalries often play a major role in fan behavior and how fans perceive such rivalries (Havard et al., 2013).

We propose that following a rival’s loss, fans may celebrate this defeat by basking in other’s failure (BOFing). Fans may also gain a similar sense of emotional accomplishment via glory out of reflected failure (GORFing; Havard, 2014). However, BOFing focuses on not only emotional features, but also behavioral, external fan responses to losses by both rival and non-favorite teams. Fans may also temporarily support a non-favorite team if that team is playing a rival or if a win by that team helps their favorite team (e.g., move up in the standings). If that temporarily supported team loses, fans may dissociate themselves by cutting off other’s failure (COOFing). If that team wins, fans may rejoice by basking in other’s success (BOSing). In contrast, if a rival team wins, fans may separate themselves behaviorally and emotionally through cutting off other’s success (COOSing). We offer four preliminary scales derived from Spinda (2011) to measure these behaviors and evaluate the underlying influence of team identification.

Method and Results

Four scale development studies were conducted to assess the initial questionnaires, wherein fans specified their favorite team’s rival, given that certain teams may not be perceived as rivals due to subjective experiences (Sierra et al., 2010). A series of exploratory factor analyses were performed using principal axis factoring extraction method with oblique (promax) rotation. Our analyses yielded a 10-item BOFing scale ($\alpha = .83$), 8-item COOFing measure ($\alpha = .61$), 10-item BOSing questionnaire ($\alpha = .78$), and 9-item COOSing scale ($\alpha = .76$), which each demonstrated adequate internal consistency for new scales (Churchill, 1979). Team identification contributed to the extent to which each of these behaviors were displayed. More highly identified fans exhibited greater levels of COOSing (distancing from rival win) and BOFing (celebrating rival loss). Lower identified fans reported more BOSing (celebrating another team’s win over rival) and COOFing behaviors (distancing from another team’s loss to rival).

Discussion

Our findings add to the literature by introducing four new measures to capture how fans may behaviorally and emotionally react to other teams’ success and failure. While further research is necessary to authenticate and validate the viability of these novel constructs, we hope our studies encourage further investigation into fan behaviors related not only to one’s identified team, but also to rival and non-favorite teams.
Anchoring Down: Examining User Sentiment across Three Brand-Related Hashtags on Twitter

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Michael L. Naraine, Brock University

Marketing - Brand Community (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Social Media/Branding
Abstract 2020-145

Social media’s emphasis on user-centered content has enhanced fans’ role in the broader sport experience (Hutchins, 2016). Conversation anchored by the hashtag convention has enabled fans, sponsors, and other stakeholders to congregate and stimulate a dynamic, evolving network (Pegoraro & Hambrick, 2014). Although this line of inquiry has grown to encompass knowledge of the realized behaviors of social media (e.g., Naraine, Pegoraro, & Wear, 2019), the sentiment regarding social media user behavior as it relates to branded hashtag conversation is unknown, critical information to refine the relationship marketing process for brands and their public audiences (cf. Gronroos, 1994). Thus, the purpose of this study was to analyze the user sentiment from three brand-focused hashtags: one fan-driven, one brand-enduring, and one brand-emergent.

Twitter has proven to be a functional and illuminating prism for sport scholars (e.g., Hambrick, 2012; Hambrick & Pegoraro, 2014). For example, researchers have leveraged data from this platform to explore and explain the intricacies of fans’ social networks (Hambrick, 2012; Naraine & Parent, 2016). Given that a robust and still-growing literature has demonstrated how much ‘other fans matter’ in the sport fan experience (Funk & James, 2002; Holt, 1995; Katz, Ward, & Heere, 2018), such insights are valuable.

The present study seeks to contribute to the burgeoning digital sport consumer behavior literature by exploring the sentiment of tweets in three hashtags, focusing on how multiple brand anchors serve as points of attachment (or not) for fans. Specifically, we explored the digital brand engagement of fans of the National Basketball Association’s (NBA’s) Toronto Raptors.

Data was collected over the 2017-2018 NBA season using Visual Twitter Analytics (Vista) software (Hoeber et al., 2016). Three queries were employed based on hashtags that are fan-driven, enduring, and emergent: #RTZ (Raptors Tweet Zone), #WeTheNorth (became team’s official hashtag in 2014-2015 season), and #NorthOverEverything (became team’s official hashtag in 2017-2018 season). In sum, 265,672 tweets were collected. Vista was leveraged to represent these posts visually and provided an initial sentiment analysis to code each tweet as positive, negative, or neutral. The data were also analyzed through Leximancer analytics visualization software to determine similarities/differences in relation to topics mentioned in the tweets.

Our findings suggest brands would be well-served by focusing on developing an enduring brand anchor as opposed to investing in a new hashtag each year. #WeTheNorth was used three times as often as #RTZ and more than 20 times as often as #NorthOverEverything. The large majority of all tweets within each hashtag were coded as neutral, with #WeTheNorth having the highest positive-to-negative ratio at 10:1. Lastly, we found that similar topics were being discussed in the tweets of all three hashtags. #RTZ tweets related almost exclusively to the Raptors and NBA, whereas #WeTheNorth included external topics to the Raptors, such as other teams as well as Drake (global ambassador for the Raptors). We discerned that sport brands should strive to create a hashtag as a critical digital point of attachment to stimulate longstanding engagement, rather than attempting to regularly create new campaign hashtags.
Assessing a Conceptual Framework with Sport Consumers’ Social Media Engagement and Subjective Well-Being: In the Context of Regulatory Engagement Theory

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Alan Morse (Advisor), University of Northern Colorado

Marketing - Other (Online Community) virtual asynchronous
Poster
Abstract 2020-146 Session: Poster Session III

As technology has advanced, various sport consumption patterns have emerged, such as those on social network services (SNS) (Funk, 2017). Sports organizations have adopted SNS to engage with sport fans and improve positive sports experiences. However, SNS have caused difficulties for sport entities in utilizing these resources (Tsiotsou, 2016) and exploring benefits they can obtain from these sites. To identify the development of engagement and positive service outcomes, adopting the Regulatory Engagement Theory (RET) is recommended (Higgins & Scholer, 2009). The RET approach mainly focuses on the ways consumers’ value and wellbeing are driven by engagement (Hepi, Foote, Finsterwalder, Carswell, & Baker, 2017). By implementing RET, sport managers can better understand ways to “reach” consumers and the roles of SNS. The purpose of this conceptual model is (1) to identify the positive outcomes of SNS engagement and (2) assess how SNS consumption can produce subjective wellbeing for sport fans.

Our conceptual framework includes three major components – SNS engagement, perceived value, and subjective wellbeing – and consists of three propositions. First, sport consumers’ SNS engagement will strengthen the degree of their perceived value. Higgins (2006) argues that the intensity of engagement influences value estimates. Through increased engagement, marketers can strengthen a consumer’s attraction to positive objects (Higgins & Scholer, 2009). Second, sports’ perceived value will strengthen the state of consumers’ subjective wellbeing. Perceived value holds great explanatory power in positive attitudinal properties, such as wellbeing. Also, the intensity of value produced through routine activities transfers into consumers’ wellbeing (Finsterwalder, Foote, Nicholas, Taylor, Hepi, Baker, & Dayal, 2017). Finally, sport consumers’ perceived value plays a mediating role between SNS engagement and subjective wellbeing. RET dictates that engagement strength will enhance wellbeing through the value intensity between a service provider and a consumer (Higgins & Scholer, 2009). The perceived value plays a mediating role between service factors and sporting event consumption (Byon, Zhang, & Baker, 2013).

By reflecting on technological changes such as SNS and positive psychological processes, this paper will dedicate a broad range of research to exploring the roles of SNS and identifying their particular needs and positive emotions. In sport literature, studies concerning consumers’ engagement has been primarily focused on attendance and licensed sport merchandise, but not on social media. Although past scholars have used social media engagement to examine why sport consumers engage in social media activities, relatively little attention has been paid to how such behaviors influence sport consumers’ minds. Thus, research on whether SNS engagement influences consumers’ positive psychological states has been lacking. Investigating the trajectory of SNS engagement based on the RET can fill this research gap in sport management literature. This approach will illuminate the overall engagement decision-making process. Furthermore, focusing on SNS engagement and perceived value can provide benefits for sport managers in (1) assessing which types of social media engagement they must focus on to improve SNS exchange, (2) understanding how much SNS marketing influences consumers’ psychological states, and (3) better evaluating how sport consumers interact with the sport team by using SNS.
Benefits of Team Identification for Social Well-Being of Middle-Aged and Older Adults

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Daniel Funk, Temple University

Marketing - Fan Identification (Elite Sport)
20-minute oral presentation (including questions)
Abstract 2020-147
Session: Team Identification II

Understanding what enhances consumer well-being is important for service organizations (Chan & Mogilner, 2017). Sport scholars addressed this inquiry by investigating the relationship between spectators’ identification with a competitive team and social well-being (e.g., Inoue et al., 2015; Wann, 2006). However, despite the aging trend of sport fans (Lombardo & Broughton, 2017), we know little about how team identification is connected with social well-being among middle-aged and older adults.

The current research investigated how middle-aged and older adults’ identification with their favorite team is associated with social life satisfaction, a key indicator of social well-being (Eckersley, 2000). Drawing from the social identity approach (SIA) to health and well-being (Haslam et al., 2009) and theory of socioemotional selectivity (Carstensen, 2006), we hypothesized that the association between team identification and social life satisfaction would be established by perceived social support from other fans of a favorite team and the team’s perceived on-field performance. We also expected these relationships to be moderated by age groups (middle-aged vs. older adults).

An online panel service was used to collect data from residents (35 years or older) of U.S. metro areas where at least one major professional team or NCAA Power 5 conference school was based. The sample consisted of 960 U.S. residents, including 197 middle-aged (35-64 years) and 763 older adults (65 years or above). All study constructs were measured with multi-item scales, whose reliability and validity were established based on the results of a confirmatory factor analysis.

The hypothesized structural model fit the data well: $\chi^2/df = 2.22$, CFI = .96, RMSEA = .04, SRMR = .04. Specifically, the indirect effects of team identification on social life satisfaction via perceived social support ($\beta = .10$, $p < .01$) and perceived on-field performance ($\beta = .03$, $p < .01$) were positive and significant. Regarding the moderating effects of age groups, the first interaction variable, Age Groups × Perceived Social Support, yielded a nonsignificant coefficient ($B = .08$, $p = .29$). In contrast, the second interaction variable, Age Groups × Perceived On-field Performance, had a significant negative association with social life satisfaction ($B = -.12$, $p = .02$), suggesting that the relation between perceived on-field performance and social life satisfaction is weaker for older adults than for middle-aged adults.

Our findings support the theoretical efficacy of the SIA to health and well-being (Haslam et al., 2009) by revealing that perceived social support and on-field team performance connect team identification with social life satisfaction for middle-aged and older adults. These results provide insights into the psychosocial benefits of groups (team and its fans) with which spectators identify (Wann, 2006), adding to sport consumer research that has explored factors affecting spectator well-being beyond objective success measures (Jang et al., 2017, 2018). The moderating effect of age categories further highlights the importance of considering ages when examining the self-presentation needs of sport spectators (Trail et al., 2012). Practically, the evidence from this study points to different tactics sport organizations can employ to enhance spectators’ well-being.
Better Together? Examining the Impact of Official Secondary Ticketing Partnerships on Consumers' Attitudes and Behaviors

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Marketing - Strategy (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions) Session: Ticketing
Abstract 2020-148

Drayer and Martin (2010) suggested that secondary ticket market (STM) companies gain legitimacy through official partnerships (OP) with major professional leagues and teams. Though previous studies have found a positive relationship between OP and revenue of the STM company (Drayer et al., 2014), research has not focused on consumer perceptions of “OP”. The purpose of this study is to examine consumer perceptions of OP and assess their impact on purchase intentions.

To overcome a lack of legitimacy, new companies build associations with more established entities resulting in increased trust and credibility (Rao et al., 2008). Kim et al. (2008) posited that trust in sellers adversely affects perceived risk (PR) and PR in turn negatively influences purchase intentions. As STM companies engage in OP to establish trust and credibility with consumers, OP can lower consumers’ PR (Drayer & Martin, 2010; Kim et al., 2008), which ultimately lead to higher purchase intentions. Further, when consumers seek to purchase high-priced products, they tend to shop at more credible, legitimate stores (Kim, 2005). Therefore, the effect of an OP on PR will be greater when purchasing high-priced tickets. Accordingly, the following hypotheses are proposed:

H1: ‘Official partner’ status reduces consumers’ PR.

H2: PR and purchase intentions are inversely related.

H3: PR mediates the relationship between ‘official partner’ status and purchase intentions.

H4: Ticket price moderates the indirect relationship between ‘official partner’ status and purchase intentions through PR. The effect of ‘official partner’ status on purchase intentions will be stronger for high-priced tickets than low-priced tickets.

Two experimental designs were conducted on Amazon’s Mechanical Turk featuring a scenario of the Philadelphia Phillies’ home game against the San Diego Padres. Study 1 featured a 2-condition (OP: yes vs. no) single-factor between-subjects design, providing insights for H1-3. Study 2’s 2 (OP: yes vs. no) × 2 (price: high vs. low) between-subjects experimental design shed light on H4.

For Study 1 (n=228), mediation analyses were conducted using SPSS Process macro Model 4. Regression analysis indicated an OP did not significantly affect consumers’ levels of PR (H1 rejected; β=.0659, t=.3359, p>.05). The level of PR had a significant impact on purchase intentions (H2 supported; β=.4694, t=-8.2910, p<.001). The indirect effect did not yield a statistically significant result (H3 rejected; indirect effect=.0309, BootLLCI= -.1473, BootULCI=.2092). For Study 2 (n=449), moderated mediation analyses were conducted using SPSS Process macro Model 7 (Hayes, 2013). Ticket price did not significantly affect the indirect relationship between an OP and purchase intentions through PR. Overall, the moderated mediation effect was not significant (H4 rejected; indirect effect= -.0899, BootLLCI= -.3609, BootULCI= .1614).

This research extends knowledge of consumers’ perceptions of OP on ticket purchase decisions and extends our understanding of the role PR plays in those decisions. Results run counter to Drayer and Martin’s (2010) assertion that organizations could acquire legitimacy through OP. Given the limited impact of OP on consumer perceptions, OP must provide additional benefits. Future research should consider other motivating factors influencing decisions to enter OP so partnership agreements can be optimized.
Broadcasting Brand Associations: An Examination of the Impact of Team Related Media on Team Brand Associations

Henry Wear, University of Oregon
Bob Heere, University of North Texas

Marketing - Branding (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Social Media/Branding
Abstract 2020-149

As the sport industry has grown over the past decade, so too has the competition for the sport product (Baker, McDonald, & Funk, 2016). To form a competitive advantage, many sport organizations are beginning to think of their organizations as not simply a collection of players, coaches and managers, but as brands to be managed (Ross, 2006). This has brought forth an understanding in the sport marketing literature that emphasizes the importance of brand associations to team brands and consumer outcomes. Researchers have previously examined the pivotal role of brand associations to sport organizations, particularly in relation to team identity (Wear, et al., 2018), team loyalty (Kunkel et al., 2014), overall team brand equity (Bauer et al., 2005; Ross, 2006), league brand equity (Kunkel et al., 2017) and consumer outcomes (Wear et al., 2018).

However, there remains an opportunity to further investigate how individual consumer outcomes may impact individual team brand associations and the overall brand of a sport team. While scholars have found that brand associations can drive team consumer outcomes such as merchandise and media consumption, there has been little investigation into how those actions can drive the brand perceptions of a sport team. With the increased usage of second screen viewership by sport fans (Cunningham & Estin, 2017) there exists an opportunity for sport organization to better understand how each of their media platforms assist in building the brand of their team as it relates to consumption of games, highlights, and team content. This study, through partnership with a major professional sport organization, attempts to bridge this understanding and develop a deeper knowledge of how consumers’ perceptions and usage of a team’s media platforms impact their perceptions of team brand associations. From this the purpose of this study is to: 1) analyze the impact that consumer outcomes such as attendance, game viewership, and social media engagement have on individual team brand associations and 2) how consumers’ perceptions regarding team based media such as regional broadcasts, highlights, or social media content impact team brand associations. Such an understanding has the opportunity to advance the knowledge of how sport fan behavior can drive the perceptions of a sport brand, but also how perceptions regarding organizational media can shift sport brand evaluation.

Data collection for the study is currently ongoing, utilizing a quantitative research design. A survey instrument is being distributed to local area consumers of the major professional sport team. Questions regarding consumer behaviors including game attendance, game viewership, and organizational media engagement are asked, as well as perceptions of team brand associations (Wear et al., 2018). Data from the survey will result in the examination of descriptive statistics to understand the sample’s characteristics and behaviors, as well as structural equation modeling to evaluate the impacts of media consumption and perceptions on brand associations. The study is currently on track to be completed for NASSM 2020 with the results expecting to showcase the intricacies of consumers’ perceptions and behaviors, and how they contribute to sport team brands.
Can't Avoid The Bad Calls? Impact of Post-Match Interview Message Type on the Emotional Fluctuation

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Marketing - Fan Identification (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Emotion II
Abstract 2020-150

Unfortunately, a bad call is a ubiquitous and unavoidable phenomenon in the context of sport (Balmer et al., 2007). However, the literature has yet investigated the impact of the bad call on fans’ emotional fluctuation during the game. Thus, by employing the excitation transfer theory (ETT; Zillman, 1973), this study investigates how negative emotion (intensity) triggered by a bad call affects sport spectators’ emotional fluctuation at the end of the losing game due to the bad call. Moreover, we also test the impact of post-match interview message type (i.e., process- vs. outcome-focused) on the emotional fluctuation.

According to the ETT, people tend to misattribute their emotions from a previous event to the immediate environment and an excitation does not instantly disappear but lingers while affecting the level of emotion triggered by following situations (Dutton & Aron, 1974). Thus, we posit that arousal (i.e., negative intensity) evoked by a bad call during a sport match can be boosted by a negative end result of the game such as loss. Moreover, people tend to justify their intensified feelings by blaming others (Golden, 2018). Thus, we posit that a post-game interview message with outcome-focused message while strongly blaming the missed call could relieve the fan’s stress or intensity.

Lastly, we consider fan identification (ID) as a moderator in this context because the literature found that high ID sport fans are more sensitive to game results (Wann et al., 1999). Thus, we hypothesized that:

H1: Highly identified fans will experience a higher level of intensity after watching a losing game because of a bad call compared to lowly identified fans.

H2: Outcome-focused interview blaming the bad call will have a better-alleviating impact on post-match intensity among highly identified fans compared to lowly identified fans.

For a 2 (Team ID: high vs. low) x 2 (Bad call: with vs. without) x 2 (Message type: outcome- vs. process-focused) mixed (between- and within-subjects) experimental design, the preliminary data (n = 54) was collected from a university from Southeastern region (high ID group) and Mturk (low ID group). After watching the last two minutes from the university based on a random assignment, the participants reported their current arousal, intensity, hedonic, and vitality levels before and after watching the video. Furthermore, the participants were either randomly assigned to fictitious process-focused or outcome-focused interview scenarios and asked to answer their emotions again.

The high ID fans’ intensity increased more in the bad calls game (M = 1.91 to M = 4.28; p < .01) compared to the lowly identified fans (M = 2.70 to M = 3.50; p < .05): H1 supported. Also, the intensity decreased among highly identified fans in the outcome-focused interview condition (M = 4.60 to M= 3.82; p < .05) compared to the lowly identified fans (M = 4.00 to M= 4.75; p = .169): H2 supported. There was no significant difference in process-focused interview conditions between the two groups. Implications of this study will be further discussed during the conference after collecting main data.
Co-Branding Sporting Events and Destination Brands: Gila River Arena, Westgate, and Phoenix, AZ

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Daniel Mason (Advisor), University of Alberta

Marketing - Branding (Other)

Poster

Abstract 2020-151

virtual asynchronous

Session: Poster Session II

Sport is the fastest growing segment within the travel industry, generating between 12 and 15 million international arrivals each year, roughly 10% of the world tourism industry (WTO, 2018). With this growth has come increased competition between cities for market share (Rein & Shields, 2007), as civic leaders position their cities as destination brands (Hankinson, 2009). Chalip & Costa (2005) discussed how sport events are being used with increasing frequency to build the brand of their host destinations. Sport events can take different roles relative to the destination brand, such as co-branding partners with the destination brand, extensions of the destination brand, or features of the destination brand (Chalip & Costa, 2005).

Researchers examining destination branding have considered destination branding a potent marketing tool (Morgan, Pritchard, Pride 2004), defined as “selecting a consistent element mix to identify and distinguish [a destination] through positive image-building” (Cai, 2002, p. 722). Further, destination branding is seen as the outcome of a multi-stakeholder, collaborative decision-making process (Prideaux and Cooper 2002). Co-branding theory suggests that pairing an event with a destination will engender some transfer of image between the event and destination brand (Xing & Chalip, 2006). Therefore, by viewing destination branding from a co-branding perspective, destination branding does not adhere to the underlying assumption that the process of creation and management of the brand is controlled by an individual organization (Low and Fullerton 1994); rather, destination branding is a highly complex and politicized activity that involves multiple stakeholders (Morgan, Pritchard and Piggott, 2003).

The Phoenix Metropolitan Area encompasses nearly 2,000 square miles and more than 20 incorporated cities, including Glendale, Scottsdale, Tempe and Mesa, and offers an ideal case to examine co-branding in a sport event context. Using sport-anchored infrastructure development projects – in this case Gila River Arena and Westgate Entertainment District – this study examines the processes by whereby stakeholders in the region co-brand collaboratively to reinforce the consistency of the destination brand. This study is currently in progress; interviews will be conducted with key personnel from local tourism organizations, such as the Arizona Office of Tourism, Arizona Sport and Tourism Authority, and the office for Visit Phoenix. In addition, interviews will be undertaken with local council members, media, academics, and additional local interest groups.

In doing so, we hope to gain practical insight into how governing bodies work collaboratively when co-branding sporting events with a destination brand. Interviews will be transcribed and coded using thematic analysis to identify themes and patterns within the data, examining manifest (physically present) and latent content (implicit meaning), incorporating both inductive and deductive approaches (Mayring, 2000). This study will be of interest to tourism and management practitioners with a vested interest in the marketing of their destinations, as well as academic researchers studying branding and destination marketing. Results will provide new insights into how partnerships using co-branding can be incorporated into sporting events and how such partnerships can be reinforced into the destination branding process.
Co-Creation of Value in Sport Ticket Sales: An Examination of Subscription-Based Ticket Services

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Liz Sattler, Illinois State University  
Lisa Rufer, Rider University

Marketing - Sales (Professional Sport)  
20-minute oral presentation (including questions)  
Abstract 2020-152

In an effort to join the subscription economy, sport organizations have begun offering subscription-based ticket (SBT) plans. SBT plans are designed so that the buyer pays a monthly fee for access to a team’s home games. Often, these plans do not include predetermined seat locations, and the buyer works with a service representative or mobile application to secure their seats on game day. More than two-thirds of Major League Baseball (MLB) teams offered a SBT service in 2018 with more than one million tickets sold via this platform (Lombardo, 2019). SBT services are growing throughout professional and collegiate sport. For example, Oregon State University Athletics launched a SBT service that provides tickets to eight different sports for a monthly payment of $24.99. Early evidence suggests these services do appeal to sport spectators (Thron, 2016; Bauernfeind, 2017; Sanborn, 2018).

The purpose of this study is to examine the differences between SBT services and traditional season ticket plans across a series of critical marketing variables. In particular, this study examines season ticket services from the perspective of their ability to deliver positive consumer outcomes via value co-creation. The importance of value co-creation emerged as part of a larger move in marketing theory toward a customer focused, service-dominant logic (Vargo & Lusch, 2008). Co-creation of value yields positive consumer outcomes such as enhanced service satisfaction (Prebensen, et al., 2016), increased consumer loyalty (Stokburger-Sauer, et al., 2016), increased consumer engagement, and enhanced quality of life (Neal et al., 2007).

This study will utilize a survey research protocol in partnership with a MLB team that implemented a SBT service in 2019. Surveys will be emailed to the team’s season ticket holder database by the CRM system administrator. In accordance with Mathis, et al’s (2016) study of value co-creation in the tourism sector, respondents will be asked to rate their level of agreement with respect to their ticket plan’s ability to deliver satisfaction in the co-creation of value (Vargo, et al., 2009), satisfaction in enhancing quality of life (Neal, et al., 2007), overall satisfaction in being a season ticket holder (Beccarini & Ferrand, 2007), engagement with the team (Yoshida, et al., 2014), and spectator social identification with the team (Wann & Branscombe, 1993).

The primary research question will be addressed using a multivariate analysis of variance (MANOVA). Respondents will be grouped based on the type of season ticket service they have purchased (full season, partial season, or ticket subscription). Then, differences on this independent grouping variable will be assessed across the five dependent variables measured by the survey instruments. Data is scheduled to be collected at the beginning of 2020, and data analysis will proceed by first analyzing the omnibus, multivariate F value (Wilk's lambda) then univariate F tests as appropriate. Results of this study will advance the understanding of co-creation of value, and its primary outcomes, in sport ticket marketing and sales. Additionally, this study will provide initial evidence as to the success of the recent innovation of SBT services.
Conceptualizing the Creation of Shared Value in the Sport Ecosystem: The Role of Sponsors and Event Hosts

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Rui Biscaia (Advisor), Coventry University
Karolos-Konstantinos Papadas (Advisor), University of York
Lyndon Simkin (Advisor), Coventry University

Marketing - Sponsorship (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sponsorship I

Abstract 2020-153

As the challenges facing contemporary businesses and the complexities of society intensify, the concept of creating shared value (CSV) has become increasingly prominent for its potential to conceptualize a corporate activity that exemplifies both economic and social values (Wójcik, 2016). A number of leading global companies have begun to operationalise CSV as a key principle for sustainable growth, enabling business leaders to more closely align core strategy with the societal issues it can potentially impact on, whilst maintaining a focus on profit maximization.

The notion of ‘value’ continues to attract debate within the scholarly community, with Service-Dominant Logic (SDL) determining that value is co-created by numerous social and economic actors. In the context of Major Sport Events (MSEs), these can be considered as co-creation platforms (Woratschek, Horbel, & Popp, 2014) because they can help enhance resource exchange and integration between various actors, such as sponsors and MSE properties.

Nevertheless, it has been argued that sponsorship-related research is siloed across disciplines and is as a result, disconnected, with a particular shortage of research that examines marketing management of the sponsorship process (Cornwell & Kwon, 2019).

Therefore, a holistic approach to address this gap is needed. This study aims to conceptualize the creation of shared value in the sport ecosystem by sponsors and MSEs. In-depth, semi-structured interview data were collected from senior industry executives representing either MSE properties or MSE sponsors, with a clear remit for sponsorship within their roles. An NVivo-facilitated template analysis (Brooks & King, 2014) was employed due its flexibility, allowing the researchers to add inductive codes to a template created using a deductive approach, whereby initial codes were formed from concepts within current literature. Particular attention was paid to conformability, specifically inter-coder agreement, to assess the extent to which the data were analysed in the same way by two researchers.

The findings indicate that sponsors and MSEs can utilise capabilities, consistency and cultivation, which corroborates Maltz and Schein’s (2012) view that these variables are key drivers of CSV. Results from the interviews also indicate that this process can be enhanced by the presence of a symbiotic relationship between an MSE property and its associated sponsor(s), with duration of this relationship emerging as a particularly influential factor for CSV. Furthermore, CSV can impact and be impacted by a range of actors within the sport ecosystem including the MSE, sponsors, the host location, educational institutions, athletes and consumers.

This study has several theoretical and managerial implications. It builds on our current knowledge by delineating the CSV concept and proposing an integrative model that can be applied within the sport ecosystem. The findings also contribute to the further development of productive relationships between sponsors and MSEs aiming at creating an enduring footprint with a range of actors within an MSE ecosystem. Overall, the study represents the first attempt to conceptualize CSV in the sport management field and provides practitioners with nuanced insights about its role in the sports industry.
Consumers’ Attitudinal and Behavioral Responses to Controversial Endorser: A Case of Nike Ad Campaign

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Yongjae Kim, Kutztown University of Pennsylvania
Mi-Lyang Kim, Soochunhyang University
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Seungbum Lee, University of Akron

Marketing - Consumer Behavior (Other) virtual asynchronous
Poster Abstract 2020-154 Session: Poster Session II

Since opting not to stand for the national anthem before the 2016 National Football League (NFL) game, Colin Kaepernick has been perceived as one of the most controversial figure in recent years. Interestingly in commemorating its 30th “Just do it” anniversary, Nike launched a commercial using Kaepernick as the spokesperson. Without a single footage of Kaepernick’s protest of police brutality and racism in the advertisement, it was enough to cause immediate public stir. On one side was criticism of Nike for exploiting a sociopolitical issue in promoting their brand, leading many to boycott Nike, while others were found more receptive of Nike, taking a stand on social cause (Marzilli, 2018). Despite a plethora of research existing on the effectiveness of celebrity endorsers, a current void in the literature limits understanding of the phenomenon found in the Nike case to its entirety.

Accordingly, the purpose of this study is to examine the Nike commercial case featuring Colin Kaepernick and how consumers respond to the marketer’s persuasion attempt (advertising). Given that consumers process information differently depending on the level of their involvement (Nkwocha, Bao, Johnson, & Brotops, 2005), the current study suggests and explores on an overarching effect of social cause involvement on subsequent relationships in the celebrity endorsement literature. Specifically the current study simultaneously tested a conceptual model delineating the relationships among social cause involvement, attitudes toward spokesperson, attitudes toward advertising and attitudes toward brand, and social cause behavioral intention. To further understand how consumers respond to the marketer’s persuasion attempt, the moderating effects of advertisement perception on the proposed relationship was investigated within the framework of the persuasion knowledge model (PKM).

For the purpose of this study, a total of 305 participants were recruited using Amazon Mechanical Turk (MTurk). The majority of the participants were White (72.0%) and male (56.8%). Approximately 63.3% reported having a bachelor’s degree or higher. Individuals between the ages of 21 and 40 represented 73.9% of participants. A two-step approach was adopted to test the hypothesized relationships in the proposed research model and measurement scale. Following guidelines from Preacher and Hayes (2008) on multiple mediation models, we used bootstrapping procedures to examine the total effects containing both the direct and indirect effects of variables in the model. To verify the appropriateness of measurement models for the current study, a Confirmatory Factor Analysis (CFA) was performed. Based on the overall results of the CFAs, it is deemed that the measurement model was acceptable with good model fitness.

The results indicate that social cause involvement has an extensive impact in the domain of celebrity endorsement, while overall attitudes toward celebrity supporting a social cause did not have a direct impact on attitudinal and behavioral responses to advertisement. In terms of the role of advertisement, this study demonstrates and confirms the presence of the moderating effects of advertisement perception on the proposed relationship.

The findings of this study has potential to provide a new and extended perspective on existing advertising effectiveness and develop effective marketing and communication strategies.
Consumers’ Cognitive Response to Green v. Non-Green Category Sponsors: A Case of Major League Soccer

Beth Cianfrone, Georgia State University
Timothy Kellison, Georgia State University

Marketing - Sponsorship (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sustainability II
Abstract 2020-155

Sustainability- or environmental-related companies, such as waste management, energy, and supply chain companies, are an emerging sport sponsorship category (i.e., green sponsorship category). However, sometimes sustainability initiatives are seen as political, and marketers may hesitate to secure these sponsors, despite the financial benefits. For the sponsor, the benefit of consumer awareness as a cognitive response is the initial stage of the consumption process and fundamental benefit (Kim, Lee, Magnusen, & Kim, 2015). Personal attributes may influence an individual’s response to sponsorship; in this case, if someone views themselves as an environmentalist, this may play a role in noticing green sponsorships. Cianfrone and Kellison (2018) provided an initial examination of this relationship utilizing NFL consumers. Further exploration of this phenomenon in different sports or segments of consumers would help justify this sponsorship category for both the sponsoring and sport organizations (Kellison & Hong, 2015; Kellison & Kim, 2014). The purpose of this study is to examine Major League Soccer consumers’ cognitive response to green category sponsors compared with non-green category, while determining if personal environmental disposition is influential. We partnered with a MLS team to survey season ticket holders’ awareness/cognition of official team sponsors—three green sponsors (energy/recycling partners) and four non-green sponsors (airline, beverage, etc.). Participants were prompted to identify the team sponsors (“yes”, “no”, “not sure”) from a list of 20 companies (13 dummy, 7 actual). We examined a participant’s personal environmental disposition with a single original item (“I consider myself an active/passive/not environmentalist”). Respondents (N = 996) were largely male (84%), white (non-Latino; 79.1%), between 25-44 years old (76.7%), and college educated (79%). Overall, participants correctly identified the sponsors (M > 50%). The highest recognized sponsor was a non-green category brand with 97% of participants identifying the company as a sponsor. Other sponsors followed as 82% (non-green), 70% (non-green), 62% (green), 56% (non-green), 39% (green), and 24% (green). T-tests revealed the green category sponsors were recognized significantly less (p < .001; 38%) than non-green category sponsors (76%). Brand confusion was evident for the official energy company, as it was recognized at 39% and competing company at 42%. The participants self-identified as passive environmentalists (54.5%), followed by not environmentalists (29.4%), and active environmentalists (14.1%). Interestingly, non-environmentalists had the highest recognition of green category sponsors (44%) and environmentalists had the highest recognition of non-green category sponsors (53%), yet the differences were minimal. Through MANCOVA, we found no significant effect of environmental disposition on sponsorship awareness [F(6, 1982) = 1.344; p = .235; Λ = .992; partial η² = .004]. We found green category sponsorships to be recognized slightly less than non-green category sponsors. However, more than half of respondents recognized one green sponsor, showing promise. The highest recognized brand was the jersey sponsor, which likely influenced the strong response. The lack of significant differences in brand awareness levels among participants based on their personal environmental dispositions should breed confidence in sport marketers and sponsors that awareness extends beyond those who view themselves as environmentalists.
Corporate Social Responsibility: Fostering Disability Sport Organizations through Authentic Prosocial Sponsorship

Young Suk Oh, Clemson University
Skye Arthur-Banning (Advisor), Clemson University

Marketing - Corporate Social Responsibility (Disability Sport) virtual asynchronous Poster
Abstract 2020-156 Session: Poster Session III

Research on prosocial behaviors has gained increased attention in sport marketing and management literature. In particular, prosocial engagement from firms has demonstrated how organizations can have the potential to acquire various beneficial outcomes from such initiatives. Unlike sponsorship where firms expect the beneficiary return from their investment, the initial motive of corporate social responsibility is a genuine attempt to give back the benefits that businesses have acquired from the time it was first derived (Smith & Westerbeek, 2007). The latter will be viewed positively by stakeholders due to the authentic elements that are attached within the firms’ prosocial acts. This so-called perceived authenticity is central to marketing; however, many businesses tend to ignore this phenomenon, which as a result, creates mistrust and skepticism among their consumers and/or stakeholders.

The purpose of the study is to investigate how consumer attitudes toward the sponsoring brands are affected when Corporate Social Responsibility (CSR) and/or Commercial Sponsorship (CS) are offered to the sponsored properties (sport organization and disability sport organization) by sponsors with a high or a low sport image. Additionally, the study seeks to examine the mediating effect of consumers’ perceived authenticity on the relationship between the types of support (CSR and CS) and attitudes of consumers toward the sponsoring brands.

Two pretests will be performed in order to: i) select two categories of sponsoring firms, one with a high sport image, and one with a low sport image, and ii) identify the brands that most associate with the sponsoring firms. Data collection process for the main study will take place in December 2019 through Amazon Mechanical Turk. Participants will be randomly assigned to a 2 (congruity: high vs. low) × 2 (sponsorship type: CSR vs. CS) × 2 (organization type: sport organization vs. disability sport organization) condition. To be more specific, the study hypotheses will be tested with a total of eight experimental groups using scenario-based experimental design. Participants will be given a press release about a firm engaging in either types of sponsorship act. Data will be analyzed with a series of confirmatory factor analyses (CFA) to determine the model fit, convergent validity, and discriminant validity using EQS 6.4 software under full information maximum likelihood. In addition to the multi-phase CFA, a Structural Equation Modeling will be conducted to examine the direct and indirect effects of the constructs.

Due to a dearth of interests from scholars on disability sport, the study's findings are expected to address a meaningful contribution to the disability theory in the sport literature. Furthermore, this study provides implications for sport marketing managers that, unlike sport organizations where sponsors should have a high sport image to gain positive behaviors from consumers, it is not the case in disability sport organizations. In other words, any firm, even firms with a low sport image such as needle company or cosmetic company, are welcome to support the sport for the disadvantaged group. This will not only benefit the sponsors, but also greatly contribute to the development of the sport for persons with a disability.
Crossover Loyalty: What Social Media Analytics Indicates About How Teams Share Fans

Bradley Baker, University of Massachusetts Amherst

Marketing - Brand Community (Online Community)  
20-minute oral presentation (including questions)  
virtual asynchronous

Abstract 2020-157  
Session: Social Media/Branding

Scholars have extensively studied fandom, including antecedents leading to, consequences of, and the process of consumer attachment to sports teams (e.g., Funk & James, 2001, 2006). Sports teams are symbolic representations of social groups (Heere & James, 2007) and fandom is associated with high levels of passion (Wakefield, 2016) and membership in a particular interest community (Asada & Ko, 2019). Yet, the vast majority of these studies focus on a single team in isolation, leading to gaps in understanding how fandom operates across networks of teams. Sport entities are extensively connected both directly and indirectly and greater understanding of consumer behavior in a complex environment where multiple sport brands co-exist and interact is needed (Kunkel & Biscaia, 2018).

Simultaneous support for multiple sports teams is common among fans (McDonald et al., 2010) and understanding multiple team preferences represents a critical aspect of consumer behavior in sport (Baker et al., 2016).

The current study examined how sports teams share fans on social media. Specifically, complete follower lists were collected from the Twitter accounts of 15 New York City-area professional sports teams (MLB, NBA, WNBA, NFL, NHL, NWHL, MLS, NWSL, OWL). The number of followers (total N = 14,351,113) ranged from 15,918 (Riveters) to 3,452,617 (Yankees). The extent of crossover fandom was determined by examining the proportion of shared followers and lift (ratio of shared followers to those expected based on raw follower counts) between each pair of teams. Crossover patterns provide insight into how teams share fans, which fans are most exclusively-loyal, and which fanbases are most (dis)similar (Wezerek & Roeder, 2019).

Crossover fandom was greatest for teams within the same league (e.g., NHL) or sport (e.g., hockey). Contrary to assumptions in the academic literature and popular media narratives that teams offer distinctive associations and meaning to consumers that should lead to differentiation between fanbases and highly-exclusive loyalties, some teams extensively shared fans with other teams (e.g., 67.7% of Islanders followers followed the Rangers; 62.6% of Nets followers followed the Knicks). The team with the least crossover was the Excelsior, an esport team playing in the Overwatch League, which shared less than 2% of their fans (n = 118,676) with any other team. Many fans appear to follow a particular sport over a particular team, leading to high levels of crossover support between teams in the same league. One exception is Yankees fans who follow the Giants or Rangers more often than the Mets. Greatest lift was observed among followers of the three women’s teams (SkyBlueFC, Liberty, and Riveters), between MLS teams, and between NHL teams.

Results move beyond looking at team fanbases in isolation and thus provide insight into how fandom operates within dynamic multi-team environments. Understanding how teams share fans has theoretical implications related to consumer loyalty and the meaning of fandom, as well as practical implications related to cross-promotion between teams or leagues and how teams should characterize loyalty. Consumers are rarely exclusively loyal to a single team and the most extensive crossover loyalty is observed between teams that directly compete in the same league.
CSR Congruence and Consistency Strategy in Sport

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Marketing - Corporate Social Responsibility (Professional Sport) virtual asynchronous
Poster
Abstract 2020-158 Session: Poster Session III

Brand managers have been actively using athlete endorsers in their corporate social responsibility (CSR) initiatives to maximize the effectiveness of CSR communications (Babiak & Wolfe, 2009). However, positive consequences from the endorsers in CSR cannot be guaranteed due to the endorsers’ unexpected behaviors (e.g., transgressions) (Lee & Kwak, 2016). Some researchers revealed the negative effects of transgressed athletes on consumers’ responses to the CSR and attitude toward endorsed brands (e.g., Louie, Kulik, & Jacobson, 2001). Others uncovered that athlete endorsers’ transgressions did not necessarily impact upon consumer responses (e.g., Lohneiss & Hill, 2014).

Another challenge is that if brand managers take action on a new CSR initiative to deal with such transgressions, consumers perceive the CSR initiative as a tool for its own benefits or for covering up its negative issues that lead to raising skepticism about the CSR initiatives (Connors, Anderson, & Thomson, 2017). Given this contentious and lack of knowledge, little is known about how CSR initiatives after a transgression function as a role of a communication strategy to reduce the negative effects caused by the athlete endorser. Therefore, it is important to determine how endorsed brands can create CSR communication strategies to respond to negative situations to best protect the reputation of the endorsed brands.

To fill the void between CSR initiatives and CSR skepticism, this study adopts the concept of ‘authenticity’ in the CSR domain. The underpinning assumption of CSR authenticity is that if consumers perceive that an organization’s CSR endeavor flows forth from the characteristics of the organization, they may perceive that the CSR initiatives are consistent or congruent with the company’s core values that ultimately lead to having the perception of authenticity in CSR (Rekom, Go, & Calter, 2014). The purpose of this study is to examine the interaction effect of CSR congruence (between endorser transgression and CSR after the transgression) and CSR consistency (between pre and post transgression CSR initiatives) on CSR skepticism, brand authenticity, attitude toward the firms, and purchase intention. The current study further examines the mediating effect of brand authenticity between CSR skepticism and attitude toward the brand.

This study uses a 2 x 2 between-subject experimental design. Through an initial pretest (n=79), two transgression cases (Doping and Tax fraud) were selected as stimuli for this study. Data collection is an ongoing process from general consumers via the online method (i.e., Mturk). The questionnaires consisted of five sections: CSR skepticism, brand authenticity, attitude toward the brand, purchase intention, and demographic information. Collected data will be analyzed using multivariate ANOVA with CSR congruence and CSR consistency as independent variables with four dependent variables. Also a PROCESS (Hayes 2012) will be utilized to examine the mediating effect of brand authenticity between CSR skepticism and attitude toward the brand.

The contribution of this study involves CSR strategic development after endorser transgression issues. If a firm is involved in a negative issue and decides to utilize CSR communication to manage the wrongdoing, the outcomes of this study will provide insight into the effective CSR management strategy.
Customer-to-Customer Value Co-Creation at Recurring Sport Events: Relationship Life-Cycle Perspective

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Marketing - Consumer Behavior (Other)
Poster
Abstract 2020-159

Customer-to-customer (C2C) value co-creation stems from customer-dominant logic and recognizes value co-creation in the life of customer-to-customer routines, activities, and practices from customers' own social contexts (Heinonen & Strandvik, 2015). In a sport event context, it is worth investigating C2C value co-creation given that it is formed by interacting and connecting with other spectators, and thus significantly influences event attendance (Urich, 2014). In addition, as recurring sport events are hosted in the same destination annually, changes among variables occur as relationships evolve in the long term (Kaplanidou & Gibson, 2010). For example, the spectators of Chinese Grand Prix decreased from 250,000 in 2004 to 145,000 in 2018 (Jiefang Daily, 2018). This is in line with the theory of relationship dynamics, which states that customer value perceptions are shaped throughout the relationship life-cycle (i.e., exploration, expansion, maturity, and decline; Palmatier, Houston, Dant, & Grewal, 2013). Given that value co-creation takes into account the dynamic nature of customer-firm relationships (Grönroos & Gummerus, 2014), the purpose of this study is to develop a conceptual model examining the antecedents and consequences associated with event spectators’ formation of C2C value co-creation at recurring sport events and further explain the customer-event relationship life-cycle influences the strength with which C2C value co-creation promotes spectator’s behavior intentions.

Conceptual Model

Building on the value-in-use from service-dominant logic (Vargo & Lusch, 2008), we expanded customer-dominant logic in the notion of “value-in-experience” (Helkkula, Kelleher, & Pihlström, 2012), which appears as shared experiences between spectators within hosting destinations and sport services and influences sport fans’ behavior intentions. Therefore, we propose that C2C value co-creation positively influences event spectators’ behavior intentions (Proposition 1). Furthermore, based on the theory of relationship dynamics (Palmatier et al., 2013), it is assumed that event spectator are more likely to achieve the highest “value-in-experience” levels during the maturity and expansion stages because their experience is continuous and accumulates. However, they may feel isolated from the event and process negative emotions during the exploration and decline stages. Therefore, we postulate that a) the relationship between C2C value co-creation and behavior intentions is stronger in the expansion and maturity stages (Proposition 2a) and that b) the relationship between C2C value co-creation and behavior intentions is weaker in the exploration and decline stages (Proposition 2b).

Contribution

We believe this study adds to recurring event research by proposing a conceptual model explicating “value-in-experience” of value co-creation. Moreover, based on the theory of relationship dynamics, the current study categorizes C2C value co-creation into four stages across the relationship life-cycle and posits that the dynamic elements of value co-creation are critical for predicting event spectators’ behavior intentions that are expected to fluctuate according to the various stages of spectator’s relationship life-cycle processes. Practically, the proposed model is expected to provide insights into the event management’s strategies to employ a detailed rule structure that facilitates shared experience between event spectators. Additionally, as C2C value co-creation effectiveness depends on life-cycle stages, we suggest that event managers should assess the stage of spectator-event relationships to develop stage-based strategies to keep and attract event spectators.
Incidents of spectator dysfunctional behaviors (SDB) during sporting events has become an expectation for many spectators. Certainly, this line of research has garnered scholarly attention, resulting in the identification of possible causes and effects (e.g., Wann et al., 2017). Generally, scholars found negative effects of SDB on focal spectator's attitudes (Larkin & Fink, 2018). While negative connotations and outcomes embedded in fans' aggressive actions, the potential bias to view all aggressive actions with a negative mindset relating to outcomes, may not always be the right approach. Critically reviewing the extant literature showed that scholars, who theorized SDB as a global measure (e.g., aggressive fandom (Wann & Geoke, 2017), aggressive acts (Hillard & Johnson, 2008), found that SDB is negatively related to spectators' attitudes. While such view advanced knowledge concerning the theoretical link between SDB and psychological tendencies, another school of thought was recently introduced by Wann and James (2019), who conceptualized SDB as a composite measure by categorizing hostile acts into five different forms (verbal assaults, fighting, throwing missiles, disrupting play, and vandalism). Per the new thought, different types of SDB may have a varying magnitude of relationship with spectators' attitudinal dispositions (e.g., enjoyment). Empirically testing this novel theory makes the current study unique.

As such, the purpose of the study was to examine the relative effects of SDB on spectators' enjoyment. To this end, we used a survey experiment by collecting data of 202 MLB fans. The respondents were asked to view video clips containing the four types of SDB (verbal assaults, fighting, throwing missiles, and disrupting play) and were requested to complete a questionnaire including measures of team identification (Wann & Branscombe, 1993) and enjoyment (Jones et al., 2005), and demographics. The video clips were created by closely following the definitions of the four SDB (Wann & James, 2019). Vandalism was not used due to the infrequency.

The results showed that respondents in the disrupting play condition reported the highest score of enjoyment (M = 3.38), followed by throwing missiles (M = 3.08), verbal assault (M = 2.92), and fighting (M = 2.82). A repeated-measure ANOVA further showed that statistically significant group differences exist among the four conditions (F(3, 753) = 45.71, p < .001, η² = .15). Specifically, there were significant group differences between disrupting play and verbal assault (p < .001), disrupting play and fighting (p < .001), and between disrupting play and throwing missiles (p < .05). Overall results indicated that respondents’ enjoyment was higher in the disrupting play condition than the three conditions.

The findings extend SDB literature by (a) empirically confirming “the composite measure” of the fan aggression and (b) testing the relative influence of SDB on enjoyment. In sum, the current research provides a strong theoretical understanding of why such perceptual differences occur by different types of SDB.
Due to the increased growth of the esports market, esports organizations have devoted resources to the construction of several esports venues such as a $50 million esports arena (Sunnucks, 2019). While investors have been paying attention to the esports market and have thus noted the need for more esports venues, scarce attention is garnered to identify physical and social surroundings of esports venues, which are assumed to engender spectators’ attitudinal dispositions (e.g., Jang, Byon, & Yim, 2019). The current study was designed to develop a preliminary scale entitled esportscape that assesses the unique elements of esports event environments. The present study built on previous studies (Jang, Kim, & Byon, 2019a; Jang, Kim, & Byon, 2019b). Based on extensive review of literature and on-site observations, a total of eight factors with 57 items (social density, suitable behavior, physical appearance, similarity, social-emotional support, spectators’ passion, design, and ambient) were subject to exploratory factor analysis (EFA) procedures, resulting in six factors with 31 items (social density, social-emotional support, suitable behavior, similarity, design, and ambient). A qualitative approach (i.e., open-ended survey questions) was conducted to identify further unique elements associated with esports venues. Nine participants who had attended esports events were recruited via MTurk. As a result of content analysis, 11 themes were identified, including the unique elements of esports environments such as cosplay (i.e., wearing an elaborate costume of one’s favorite game character) and cheering culture (e.g., using a pair of long balloons).

Based on the factors identified in the quantitative and qualitative methods, a total of eight factors with 59 initial items (i.e., suitable behavior, physical appearance, similarity, social density, perceived cosplay appearance, perceived cheering behavior, physical environments: sight perception, physical environments: space perception) were subject to EFA using 232 data collected from MTurk. The respondents were all U.S.-based adults who had previously attended esports events. In the EFA, we applied an alpha factoring extraction method and the promax rotation approach. The results of Kaiser-Meyer-Olkin (.92) and Bartlett’s Test of Sphericity (5421.4; \( p < .001 \)) indicated that the data were appropriate for factor analysis. The results of the EFA showed cross-loading and low factor loading (< .40), and thus 23 items were removed. We ran another EFA, which resulted in a more refined structure comprised of six factors with 36 items, including the two unique esports environment elements: social density (4 items; \( \alpha = .87 \)), similarity (3 items, \( \alpha = .86 \)), perceived customer behavior (5 items, \( \alpha = .83 \)), and physical appearance (5 items, \( \alpha = .85 \)). As theorized, sight perception (10 items, \( \alpha = .88 \)) and space perception (9 items, \( \alpha = .84 \)) emerged to represent the physical environment.

The findings from this current study contribute to the literature by providing esports practitioners and researchers with additional insight into the identification and measurements of environmental atmospherics associated with esports venues. To further validate the esportscape scale, researchers should examine the six-factor model via confirmatory factor analysis. Upon validation, a structural equation modeling should be used to examine the relative influence of the six factors on esports spectators’ emotional and behavioral responses.
Experiencing Together: The Effects of Sharing Experience on the Sports Spectators' Hope

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Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior III
Abstract 2020-162

An individual observing others who are experiencing a particular emotion can feel the same emotion. This occurs even when the situation is not directly relevant to the observer (Iglesias, 1996). People wince in pain when they see the pain of others (Bavellas, Balck, Lemery & Mullet, 1986). Self-perceptions are also influenced by observing the behavior of close others (Goldstein & Cialdini, 2007). These results indicate emotions and behaviors can change due to mere observation.

Vicarious experiences can be negative, such as vicarious trauma (Schauben & Frazier, 1995), but also positive, such as vicarious learning (Manz & Sims Jr, 1981). In sport management, vicarious achievement is a major concept to explain spectator motivation (Trail & James, 2001; Wann, 1995). Most of the studies on vicarious achievement have researched vicarious achievement as a motivational factor affecting sport consumption behaviors. Yet, there has been a lack of research on why spectators keep seeking vicarious achievement through watching sporting event and athletes.

Cialdini (1976) argued BIRGing (Basking in Reflected Glory) is the behavioral manifestation of the desire to enhance one's self-esteem through achieving vicariously. Specifically, people with low self-esteem are more likely to seek vicarious achievement to alleviate the discomfort caused by cognitive dissonance (Cialdini, 1976). However, pursuit of vicarious achievement is not completely explained by motives to enhance one's self-esteem. This research fills the gap in the literature by showing sport spectator can feel hope through vicarious achievement. By experiencing the positive state of hope, sports spectators will continue to seek vicarious achievement.

The major tenets of hope are goals, agency thinking and pathway thinking (Snyder, 2002). Pathway thinking is the ability to find effective ways to achieve particular goals, and agency thinking is the will to continue to act to achieve these goals (Snyder, 1994). Vicarious achievement induces positive moods, which in turn increases the likelihood of achieving a particular goal by regulating current emotions and enabling action for the future (Fishbach & Labroo, 2007). Thus, vicarious achievement induces positive emotions, which leads to an optimistic view of reaching future goals (Proposition 1) and self-regulation (Proposition 2). Also, optimistic view of the goal and self-regulation affect agency thinking (Proposition 3, 4).

Vicarious achievement can also be seen as the act of sharing experience with socially successful people. Upward social comparisons can improve one's situation and increase motivation (Taylor and Lovell, 1989). Upward social comparisons facilitate to achieve goals by stimulating self-improvement motivation (Fesinger, 1954). Thus, by watching sports games to observe scenes of overcoming difficulties, or achieving goals in difficult situations, the observer's motivation for self-improvement may increase (Proposition 5). The greater the incentive to develop oneself, the higher the likelihood that observers will continue to act to achieve their goals. Thus, influencing agency thinking (Proposition 6). Furthermore, these incentives may also increase pathway thinking (Proposition 7) by continuously constructing ways to develop oneself.

Prior research mainly focused on self-esteem to explain why spectator pursues vicarious achievement. This study contributes to explain why spectators seek vicarious achievement by understanding how vicarious achievement affects spectators' hope.
Explore the Impact of Team Identification and Consumer Ethnocentrism on Foreign Sponsors: A Cross-Cultural Study

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Luke Mao (Advisor), University of New Mexico
Brian Gillespie (Advisor), University of New Mexico

Marketing - Sponsorship (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-163
Session: Team Identification II

Globalization has brought products from one country to another, however, people's attitudes toward foreign products vary from person to person. One construct that explains the attitude is consumer ethnocentrism, which means beliefs about the appropriateness and morality of purchasing foreign-made products (Shimp & Sharma, 1987). Home country bias makes consumers believe that purchasing foreign products is wrong due to their anti-outgroup motives, such as patriotism and being afraid of economic loss (Shimp & Sharma, 1987; Balabanis & Diamantopoulos 2004; Supphellen & Rittenburg, 2001).

The increasing studies on consumer ethnocentrism in sports settings have expanded insights into sports consumer behaviors. For example, consumer ethnocentrism negatively moderates the effects of event sponsorship (Lee & Mazodier, 2015; Meng-Lewis, Thwaites, & Pillai, 2014). However, this topic is primarily studied on megasports, where event involvement serves as a critical moderator (Meng-Lewis, Thwaites, & Pillai, 2014). The other setting of sports, local (including professional) sports, has not been touched. While for megasports events, nation's social identity (Turner, 1987) and sports identity can play an equally important role as drivers, if one is not more important than the other, for local sports, team identification is the arguably dominating driver in guiding sports fans behavior. For example, (highly-identified) fans are more likely to exhibit positive attitudes and outcomes related to sponsorship, including sponsor recognition, attitude toward sponsors, sponsor patronage, and satisfaction with sponsors (e.g., Gwinner & Swanson, 2003). Thus, when consumer ethnocentrism (negative) and sports identification (positive) take effects simultaneously, sports fans are facing a dilemma, which deserves sports scholars' attention.

A cross-cultural study in China and the US contains significant managerial implications due to the economy and market significance. Shimp and Sherpa (1987) believe that American consumers appraise foreign products inferior to their domestic counterparts. On the other hand, research reveals that Chinese sports fans have positive attitudes toward foreign products (Meng-Lewis, Thwaites, & Pillai, 2014), but there is a trend that Chinese brands are using the concept of consumer ethnocentrism to influence consumers on purchasing domestic products over foreign counterparts (Wang & Lin, 2009). In this study, we emphasize idiocentrism and allocentrism (Triandis, Leung, Villareal, & Clack, 1985) rather than individualism and collectivism (Triandis, 2001) because we consider that nation's social identity may play a minor role in local sports.

Research design
A 2 (consumer ethnocentrism) x 2 (team identification) x 2 (domestic and foreign alternative) factorial design will be conducted for the purpose of the study. Li-Ning (Chinese brand) and Nike (American brand) are the official jersey sponsor for the Chinese Basketball Association and the National Basketball Association respectively. In the experiment, we will replace Li-Ning with a domestic brand and a foreign brand, and ask Chinese basketball consumers about their attitude and purchase intention on the replacements. We will replicate the experiment on American participants. The three constructs, consumer ethnocentrism, sports identification, and idiocentrism-allocentrism will be measured by using CETSCAL (Shimp & Sharma, 1987), Sport Spectator Identification Scale (Wann & Branscombe, 1993), and INDCOL (Singelis, Triandis, Bhawuk, & Gelfand, 1995) respectively.
Exploring the Sequential Processes of Spectators' Emotional Experiences: The Comparison Between Real-Time and Anticipated Team Performance

Gyujik Han, University of Minnesota
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Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Emotion I
Abstract 2020-164

Given that emotional responses to sports games change dynamically in terms of variability and intensity (Chang, 2019), it is imperative to identify the processes of spectators’ emotional experiences. By exploring context-specific emotional responses, we attempt to elucidate the dynamic and sequential nature of spectators’ emotional responses.

Emotional responses to sports games unfold over time with a variety of emotions because spectators often confront ever-changing game content (Raney, 2006). In particular, game outcomes (i.e., winning vs. losing) determine spectators’ overall emotional state (Jang, Wan, & Ko, 2018); if a spectators’ favored team is currently winning (or losing), they tend to experience positive (negative) emotions. Nonetheless, spectators may experience oppositely valenced emotions (i.e., hope and fear) corresponding to their anticipation of outcome-changing events.

H1: Anticipated outcome-changing events induce spectators’ ambivalent emotions.
H1a: When spectators’ favored team is losing, but they anticipate outcome-changing events of their supporting team, they will experience anger and hope simultaneously.
H1b: When spectators’ favored team is winning, but they anticipate outcome-changing events of the opposing team, they will experience happiness and fear simultaneously.

If spectators anticipate continued scoring of the currently winning team, they may not experience oppositely valenced emotions. That is, if their supporting team is currently winning and anticipate continued scoring of their favored team, they will experience positively valenced emotions (i.e., happy and hope). Conversely, if their opposing team is currently winning and anticipate continued scoring of the opposing team, they will experience negatively valenced emotions (i.e., anger and fear).

H2: Anticipated continued scoring of the currently winning team strengthens the existing emotional state.
H2a: When spectators anticipate continued scoring of their favored team, they will experience happiness and hope.
H2b: When spectators anticipate continued scoring of the opposing team, they will experience anger and fear.

Method

In a laboratory setting, participants are randomly distributed to one of the four types of Major League Soccer game highlights for 10 minutes: 2 (outcome: victory vs. loss) × 2 (scoring: back-and-forth scoring vs. one-sided scoring). In the back-and-forth scoring game, the reversal occurs twice throughout the game that results in a final score of 3:2. For the one-sided scoring game, one team scores five goals in a row without any loss. While participants are watching the game, they were asked to indicate the level of four emotions (i.e., happiness, hope, anger, fear) in every 1 minute in the modified affect grid (Russell et al., 1989). After the highlights end, perceived meaningfulness (Steger, Frazier, Oishi, & Kaler, 2006) and overall emotional response were measured. ANCOVA and Post hoc comparisons of least-squares means using Tukey’s HSD will be utilized.

We are currently collecting the data by targeting 200 participants and will ensure that we present the results and implications at the conference. This study contributes to the literature by exploring the sequential and dynamic processes of spectators’ emotional experiences.
Fan Reactions to Building the Brand: The Case of NHL Seattle

Cole Armstrong, San Jose State University
Matthew Blaszka, Indiana State University

Marketing - Consumer Behavior (Professional Sport) Poster
Abstract 2020-165
Session: Poster Session II

League expansion and subsequent team brand development is of distinct interest for scholars and sport industry professionals (Daniels, Kunkel, & Karg, 2019; Doyle, Lock, Funk, Filo, & McDonald, 2017; DeSchriver, Rascher, & Shapiro, 2016; Kunkel, Doyle, Funk, Du, & McDonald, 2016). Recently, league expansion in North American sport has been prevalent. Major League Soccer (MLS), has been at the forefront of expansion with five expansion teams confirmed to begin play prior to the 2022 season. The National Hockey League (NHL), has also entered a period of expansion. The Vegas Golden Knights began play during the 2017 NHL season, and of interest to the current project, Seattle was awarded the 32nd NHL Franchise on December, 4th, 2018, with the team set to begin play in October of 2021. The Seattle expansion is notable because to date, no name, color scheme, players, coaches, or completed arena exist. This presents an apt opportunity to research how a sport organization, lacking typical brand identity markers and extensions, can develop brand equity. Utilizing Ross’ (2006) spectator-based brand equity model, we aim to develop an understanding of the perspectives of NHL Seattle fans over time regarding the development of the new franchise.

To develop an understanding of the perspectives of NHL Seattle fans regarding the brand development of the 32nd NHL franchise, we utilized an interpretive multi-method approach of primary and secondary data collections (Delia & James, 2019). The first data collection came on the day the franchise was announced, December 4th, 2018, and consisted of a Twitter scrape of the hashtag #NHLSeattle via the social media scraping tool DiscoverText resulting in 46,869 tweets (Delia & Armstrong, 2016). Secondly, in August, 2019, a group of NHL Seattle fans were recruited through an online fan community to complete a series of open-ended questions focused on their perspectives of the development of the NHL Seattle team brand. This resulted in 121 useable responses.

Part of a longitudinal project, in this poster, we focus on the sentiment of NHL Seattle fans at two points in time. First, immediately following the franchise announcement on December 4th, 2018 via Twitter scrape and secondly in August of 2019 approximately two weeks after the naming of the General Manager via open ended response questions. Though in progress, our initial results show that following the team announcement, fan sentiment was positive with a distinct sense of excitement. In August, 2019, the sentiment was still quite positive, but was tempered by a sense of cautious optimism. Additionally, while the participants appreciated the brand development and outreach efforts of the organization, they also voiced their frustration with the “slow” development of the team name and colors. Our results also show that even without typical brand markers, fans have positive brand associations and high expectations for brand development, with the announcement of core brand markers being of utmost importance (Kunkel et al., 2016).
French First Football League Clubs and CSR Communication: Talk the Talk, Walk the Walk?

Jens Blumrodt, Rennes School of Business

Marketing - Corporate Social Responsibility (Sport Clubs)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Corporate Social Responsibility
Abstract 2020-166

Professional sport clubs use their digital communication to inform and engage their spectators, to foster loyalty and

to communicate a specific brand image (Parganas et al., 2015), to build a positive reputation, and to achieve

management goals with a clear and purposeful sense of the “who we are” and “who we want to be viewed as”.

Corporate Social Responsibility (CSR) plays a role in forming a sport club's image (Blumrodt et al., 2012). CSR-

Communication, as part of publicised image, can backfire if customers perceive it as self-serving (List and Momeni,

2017). We investigate if fans perceive clubs’ CSR engagement as it is intended by clubs’ management.

Identity is defined as perceptions originating from within the organization, and image as perceptions that exist

outside of the organization (McCarthy et al, 2014). Research has yet to provide empirical evidence to assist those in

charge of corporate brands in this regard. CSR engagements have been defined and assessed for the sportainment

with a focus on philanthropic activities and ethical behaviors (Kihl, Babiak and Tainsky, 2014; Sheth and Babiak,

2010).

The study is carried out with all professional football/soccer clubs participating in the French Ligue 1 during 2017-

2018 season. It contains three parts, first, a content analysis of club websites, second, interviews with managers and

third, interviews with fans. For the content analysis we identified 26 codes in total (cf. Chiou, Lin, and Perng, 2010);

174 items were retained for scanning the web pages. The interview guideline with directors covers seven questions

concerning the general approach to their club’s image, concerning CSR commitment and commu-

nication. Fans have been contacted via clubs’ databases and interviews with focus groups were carried out. WEFTQDA was used to

measure brand elements. Master degree students were instructed to carry out the focus groups interviews.

We surmise that different strategies and perceptions appear, and that not all reflect a consistent CSR image. In

addition, some clubs with no CSR communication and a low level of CSR engagement are perceived by their

spectators as being mainly about sports and competition. In these cases, brand strategy of publicised image matches

perceived image and leads to a coherent brand identity. Twelve clubs communicate their CSR engagement alongside

sport-related information; fans observe the CSR engagement and integrate it in the image of their club. A diversified

image corresponds to club size: “The bigger the business, the more it has to tell” (Blumrodt and Palmer, 2013).

Identity alignment is achieved when at least some community involvement is communicated: “Our team, our colour,

our city”.

Non-communication of CSR engagement can lead to brand image incongruity and brand identity mismatch, if the

club has a history of community involvement and a strong local fan base. Over- and under-reporting of CSR exist in

other industries (Kim and Lyon, 2014). We demonstrate why some clubs do report their CSR engagement and why

others refrain from reporting despite engaging in CSR, an hypothesed model is generated for the sportainment.
Gender and Emotional Branding in Sport

Katie M. Brown, Texas Tech University  
Andrew C. Pickett, University of South Dakota

Marketing - Branding (Other)  
20-minute oral presentation (including questions)  
Abstract 2020-167

Emotional branding is a relational, story-driven approach to marketing that creates profound and enduring bonds between consumers and brands (Roberts, 2004). In forging these bonds, brands seek to become part of consumers’ life stories and memories while also becoming strong links in their social networks (Atkin, 2004). Gobe’ (2001) emphasized the significance of feelings and utilizing emotional branding as a methodology to unite product and purchaser in an emotionally significant relationship. Subsequently, there has been an increased research interest in emotional branding (e.g., Gobe, 2010; Efrat, Asseraf, 2019; Kim & Sullivan, 2019) and its measurement (Singla & Gupta, 2019).

Emotion-driven marketing efforts can leverage these strong psychological associations to drive consumption behaviors (Joshi & Nema, 2019). Thus, emotional branding increases brand loyalty and encourages active participation by consumers (Sajjad, 2009). This is particularly important, as consumers choose specific brands, within a larger product category, primarily for emotional reasons (Cope, 2017). For example, many organizations sell high-quality athletic apparel, but consumers choose a particular brand (e.g., Nike) due to their emotional connection to the brand.

Prior work suggests gender plays an important role in brand perception. For example, consumers ascribe a higher value to brands that can be easily classified as masculine or feminine (Lieven, Grohmann, Herrmann, Landwehr, & Van Tilburg, 2015). This is particularly true when there is congruity between consumer gender and gendered brand characteristics (i.e., women’s reaction to feminine brands). However, to date, little research has explored gendered effects of emotional branding.

In sport marketing, hero narratives are a common and effective advertisement theme. In 2019, Nike aired an emotional branding advertisement during the women’s final at the US Open Tennis Championship. The ad, featuring voiceover from Serena Williams, played on perceptions about women’s emotions (i.e., ‘craziness’). Images in the ad highlighted women’s achievements in sport and the final message encouraged viewers to “show them what crazy can do.” This hero narrative, focused on women, runs contrary to traditional gender norms often found in sport.

The purpose of this study is to examine gendered reactions to a gendered, emotional branding advertisement. To guide this work, we developed the following research questions:  
RQ1) Does viewing the gendered emotional advertisement increase overall brand image?  
RQ2) Does participant gender influence the relationship between advertisement and brand image?  
RQ3) Is the relationship between gender and brand image further influenced by participants’ level of traditionalism in views related to gender norms?

Data will be collected via a questionnaire administered using Amazon MTurk. Emotional branding will be measured using the scale developed by Singla and Gupta (2019). We will also measure attitudes towards the brand using items from Spears and Singh (2004), and sex based traditionalism using gender ideology items (Davis & Greenstein, 2009).

This study seeks to advance sport marketing literature with respect to the use of emotional branding, particularly regarding efficacy of gendered messaging. We expect that emotional, gendered marketing messages are polarizing, particularly for individuals with traditional views on gender roles. Practical implications include insights for sport managers regarding emotional branding advertisements.
Giving Empowerment and Gaining Compliance: The Effect of Dietary Prescription Types on Customers’ Compliance in Sport Service

Sangchul Park, Texas A&M University
Shinhyoung Lee, Seoul National University
Hyun-Woo Lee (Advisor), Texas A&M University

Marketing - Consumer Behavior (Physical Activity) virtual asynchronous
Poster
Abstract 2020-168 Session: Poster Session I

Fitness program contains exercise and dietary prescription. The success of weight loss through the use of the latter lies in customers’ compliance—their autonomous participation outside of the service organization (e.g., fitness center). However, little is currently known about how sport service providers can gain consumer compliance with their nutrition counseling. To bridge this scholarly gap, we investigate the impact of featured dietary prescriptions (i.e., empowered vs. paternalistic) on customers’ compliance intention. Further, the boundary condition for this effect is suggested.

Social cognitive theory—employed as the theoretical foundation of this research—posits that human behavior is a dynamic interaction between the environment, personal factors, and behaviors (Bandura, 1977). As an environmental condition in service creation and delivery, empowerment shifts consumers from passive to active participants (Auh et al., 2019). Empowered customers can select what behaviors to conduct in the service process (Fuchs et al., 2010). This discretion facilitates appreciating a sense of responsibility and control, so consumers put more resources into conducting empowered tasks (Macstravic, 2000). Thus, empowered (vs. paternalistic) dietary prescription might be more influential on customer compliance. As a psychological mechanism underlying this effect, social determination theory posits that when excessive control over individuals is avoided, perceived autonomy or psychological freedom would increase (Hesieh & Chang, 2016). Hence, empowered (vs. paternalistic) dietary prescription might lead consumers to indicate higher compliance intentions through increased perception of autonomy. Formally:

H1: Empowered (vs. paternalistic) dietary prescription will lead to a higher level of compliance intention.

H2: Perceived autonomy will mediate the influence of dietary prescription types on compliance intention.

Further, this mediation effect of autonomy may depend on customers’ self-efficacy. As a personal factor in social cognitive theory, self-efficacy is found to influence individuals’ perception and behaviors (Bandura, 1997; Ellen et al., 1991). Those with low levels of self-efficacy might feel more psychological freedom (i.e., autonomy) when paternalistic (vs. empowered) dietary prescription is given due to the uncertainty about their capabilities to organize and execute the courses of action. In contrast, those with a high level of self-efficacy might perceive more autonomy when empowered (vs. paternalistic) dietary prescription is conferred due to their belief in their ability to take initiative in their actions. Formally:

H3: Customers with a high (low) level of self-efficacy will perceive a higher level of autonomy when empowered (paternalistic) dietary prescription is conferred.

An experimental study (targeted N = 300) is in progress. A set of scenarios for manipulating two types of dietary prescription (i.e., empowered and paternalistic) is developed. Participants are instructed to report self-efficacy (Yim et al., 2012), perceived autonomy (Hsieh & Chang, 2016), and compliance intention. To test the three hypotheses, a moderated mediation analysis (SPSS PROCESS model 7; Hayes, 2013) will be employed with dietary prescription type as the independent variable, perceived autonomy as the mediator, self-efficacy as the moderator, and compliance intention as the dependent variable. Research findings, along with the theoretical and practical implications, will be discussed at the time of the presentation.
One rapidly growing segment of the sport industry is virtual reality (VR) (Roettgers, 2017). VR refers to a particular technological system as “both electronically simulated environments and ‘goggles’ and ‘gloves’ systems as the means to access these environments” (Steuer, 1992). In spite of the importance of knowing VR users’ subjective experience (Steuer, 1992), we still know little about the users’ experience. As VR has begun to alter how sport products and services are marketed and consumed, this lack of knowledge is rather critical.

When a user feels that the appearance of an object is actually present in VR, that feeling is referred to as the user’s presence (Faiola et al., 2013). VR users’ presence is affected by the channels of sensory stimuli as well as by the quality of sensory stimuli (Klein, 2003). That is, the stimuli prevalently loaded onto VR users’ sensory receptors tend to determine the user’s perceived presence. The current study claims that the users’ sensory stimuli during a VR experience will affect their presence (RQ-1).

Mehrabian and Russell (1974) suggested that consumers shape their behaviors according to the perception of the stimuli available within a given environment. This process is mediated by the emotions that directly follow from the stimuli. The current study also claims that VR users’ presence will affect their emotions and behavioral intentions (RQ-2).

At a university located in the American Southeast, students were invited to a laboratory where a certain VR experience would not be affected by other stimuli. For experimental stimuli, researchers recorded an NCAA Division-I volleyball game using six cameras arranged so as to record the game from 360 degrees. The audio was recorded in stereo. These videos were edited down to a five-minute segment of the game. Of the final sample of 131 participants, 76 were male (58%) and 55 were female (42%). Their average age was 21.9 years old.

Sport VR users’ experiences are shaped by situational stimuli generated from the VR’s visual and aural displays. Sensory stimuli and presence were thus measured in terms of their visual and aural perceptions. During the experience, the subjects answered questions about perceived visual (α = .77) and aural stimuli (α = .77) as well as perceived visual (α = .81) and aural (α = .88) presence. Arousal was also measured (α = .88). After the experience, they answered questions about the degree of their VR-related consumption intention (α = .89). All these questions were adjusted from previous studies (Chung et al., 2015, 2016) and asked on a 7-point, Likert-type scale. More details of the questionnaires will be presented.

For analysis, ANOVAs were made on presence, arousal, and consumption intentions. Regarding presence (RQ-1), both visual and aural stimuli were effective. Visual and aural presences were effective on arousal (RQ-2). However, the visual presence was only effective for intentions (RQ-2). More details will be presented.

We can gain theoretical and managerial implications by exploring the influence of sensory stimuli and presence on VR experience. Further discussion will be presented.
Impacts of Perceived Value on Purchasing Virtual Sport Branded Merchandise

Sean Davis, University of Florida
Yong Jae Ko (Advisor), University of Florida
JeeWon Cheong, University of Florida

Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-170 Session: eSport IV

Sport consumers’ purchase decisions and brand value perceptions have been studied through the lens of television viewership, physical merchandising, sport services consumption, and their influence on attendance or participation (Funk, Mahony, & Havitz, 2003). A largely under-researched form of sport consumption is that of the consumption of virtual merchandise. Virtual goods, defined as a product traded in non-physical online communities and games (Investopedia, 2012), have become an important target of online consumption (Hamari & Keronen, 2016). No more prevalent are digital goods than in video games, which has become the fastest-growing form of human recreation (Ryan, Rigby, & Przybylski, 2006). As many have discussed the inclusion of esports in the definition of sport (e.g., Wagner, 2006; Jenny, Manning, Keiper, & Olrich, 2017), there is a need to explore the consumption pattern within this new frontier for sports.

Thus, the purpose of the current study was to develop and test a working model of consumers’ perceived values of sport branded virtual merchandise and their impact on purchase decisions. Utilizing the theories of: consumption values (Sheth, Newman, & Gross, 1991); functional attitude (Katz 1960; Shavitt 1989; Smith, Bruner, & White 1956), self-identification (Tajfel, 1979); the authors developed the following research questions:

RQ1: What are the important perceived value dimensions in predicting the consumption of virtual merchandise.

RQ2: What are the roles of Team Identification and Involvement in the relationship between perceived values and purchase intention.

To test these hypotheses, multiple scales, measures, and constructs were defined and measured by using existing literature from sport, virtual merchandising, and consumer behavior (Asada, & Ko, 2016; Kim, Gupta, & Koh, 2011; Domina, Lee, & MacGillivray, 2012; Petrick, 2002). Titles such as Riot Games’ League of Legends and Blizzard Entertainment’s Overwatch have millions of players each month (Riot Games), as such these titles provide a large sample pool for subjects having awareness of, purchased, and have experience with sport branded items.

The study was conducted recruiting two groups of subjects through Amazon mTurk (n=132, 305) targeting past purchasers of virtual sport branded merchandise across multiple outlets. Responses of Group 1 were analyzed in an Exploratory Factor Analysis of the measurement items concluded the measures load on the 7 measurement factors (CFI =.95, SRMR =.02) without cross-loadings or multiple factor loadings. Responses from Group 2 were analyzed utilizing Confirmatory Factor Analysis indicated the proposed measurement model provided adequate fit ($\chi^2$/df=837/260, RMSEA=.06, CFI=.95, SRMR=.05) and confirmed involvement’s direct impact on purchase intention ($\beta = .38, p < .001$), and team identification’s mediating role in the value-purchase intention relationship ($\beta = .19, p < .06$).

The results of the current study contribute to the existing knowledge by testing theoretical linkages between carefully selected research constructs, thereby adding to the general knowledge of consumer behavior and virtual merchandising consumption in sport and broader contexts. Practical implications of the study suggest eSport (and traditional sport) teams should monitor the monetization and consumption of virtual products and be sensitive to how consumers make purchasing decisions of sport branded virtual items. The authors will share the detailed results of the empirical data in the presentation.
Influence of a Sport Organization’s Ecology Efforts and the Resulting Support of Corporate Partners and Behavioral Intentions of Fans

Brian P. McCullough, Seattle University
Galen Trail, Seattle University

Abstract 2020-171
Marketing - Corporate Social Responsibility (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Sustainability II

The United Nations announced the Sports for Climate Action Framework (2018) to encourage the sport sector to be more environmentally responsible by using its platform to promote environmental behaviors. However, the sport sector as a whole has been slow to respond, because of a lack of support from within (upper management, employees; McCullough & Cunningham, 2010) and from without (fans, corporate partners; McCullough, Casper, & Pfahl, 2016) the organization. However, an incentive for management and corporate partners to support sustainability endeavors would be if both could see financial and social ROI. Thus, an assessment is necessary to evaluate the possibility and process by which this can be accomplished. Such research and practical tools are needed to assist the sport sector to deepen its environmental commitment by increasing the sophistication and impact of sustainability campaigns (Trail, 2016).

To this end, Trail and McCullough (2019) proposed the Sport Sustainability Consumer Evaluation Model (SSCEM) model to specifically evaluate sustainability campaigns and the subsequent behavioral intentions to engage in a specific environmental behavior. However, the SSCEM did not address three key variables that we think need to be evaluated: ascription of responsibility (Casper, Pfahl, & McCullough, 2014, 2017), fit between the team and sustainability initiatives, and responsiveness to messaging from the team. In addition, we want to see if those constructs positively impact support for green corporate partners (financial ROI) along with increasing sustainability behavior intentions in the fans/spectators (social ROI).

Specifically, we proposed that perceived fit between the team and environmental sustainability would predict responsiveness to environmental messaging from the team directly (Hypothesis 1a) and indirectly through ascription of environmental responsibility to the team (Hypothesis 1b). Ascription of responsibility would predict sustainability behavioral intentions directly (Hypothesis 2a) and indirectly through responsiveness to messaging from the team (Hypothesis 2b). Furthermore, we proposed that attachment to the team would increase responsiveness to messaging (H3) above that of team/sustainability fit. Lastly, we proposed that responsiveness to messaging from the team would increase support for green corporate partners both directly (H4a) and indirectly through increased sustainability behavior intentions (H4b).

To test this model, we collected information from a national sample using a Qualtrics panel (N = 205). We found that the model fit adequately well (RMSEA=.073; c2/df =2.1; ECVI=.662) and that most of our hypotheses were supported. In addition, we found that Team/Sustainability Fit explained 61.1% of the variance in Ascription of Responsibility. Furthermore, 43.0% of the variance in Responsiveness was explained by Fit, Ascription, and Attachment to the Team, while 64.9% of the variance in Sustainability Intentions was explained by Ascription and Responsiveness. Lastly, the entire model explained 68.4% of the variance in Support for Green Corporate Partners.

Future research can potentially extend the SSCEM by adding these concepts, which would explain additional variance and assess actual responsiveness to team messaging about sustainability. Sport practitioners can use this model to show green corporate partners the impact of messaging by the team on corporate partner sales (financial ROI) and show social ROI through increased fan sustainability intentions.
Investigating the Effectiveness of Sponsor Activation of Sport Intellectual Property: The Influence of Identification

Jonathan A. Jensen, University of North Carolina at Chapel Hill
Danielle Kushner Smith, University of North Carolina at Chapel Hill

Marketing - Sponsorship (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sponsorship I
Abstract 2020-172

When investing in sport sponsorship, marketers receive access to a variety of rights and assets, including the ability to utilize the organization’s intellectual property. Choosing how to activate these rights in order to receive the greatest return is a consistent struggle (Dees, Gay, Popp, & Jensen, 2019). With more than $65 million allocated to sponsorship each year (IEG, 2019), there is an increasing emphasis on the ROI received (Jensen & Cobbs, 2014). Accordingly, this research is intended to assist marketers in understanding the effectiveness of the use of sport intellectual property (SIP) on brand-related outcomes, as well as any boundary conditions which may influence its effects. It is expected that one’s degree of identification (Wann & Branscombe, 1993) should serve as a moderator of the effectiveness of SIP on packaging, with schema-based affect theory (McDaniel & Heald, 2000) providing a theoretical justification. As the human brain organizes what they see into useful schemas, the pairing of a product and sport, particularly among highly identified individuals, should improve perceptions of the sponsoring brand.

A between-subjects experimental design was utilized, which involved one group of consumers being shown package designs for various household products without SIP and two groups whose stimuli included SIP from major sport organizations. Given the importance of congruence in sponsorship outcomes, the experimental groups were exposed to either low or highly congruent pairings. A pre-test determined degrees of congruence using a five-item scale previously validated by Fleck and Quester (1997). Highly congruent pairings utilized in the study included motor oil and NASCAR, and foot deodorizer and the NBA, among others. Given the desire to recruit a diverse cross-section of retail shoppers, an online panel (Amazon MTurk) was utilized as the study participant pool (Paolacci, Chandler, & Ipeirotis, 2010).

The dependent variables investigated include attitudes towards the sponsoring brand (Bruner & Hensel, 1992), brand equity (Yoo & Donthu, 2001), and purchase intentions (Minton & Cornwell, 2016), each a frequently investigated outcome of investments in sponsorship (Speed & Thompson, 2000). Identification was measured utilizing the Sport Fandom Questionnaire (SFQ; Wann, 2002).

A total of 307 individuals participated in the study across the three groups, including 181 females (59%), with an average age of 41.6. Consistent with expectations of schema theory, a multivariate analysis of covariance (MANCOVA) using gender, age, education, and income as covariates revealed a multivariate effect of identification (p < .001), with a large effect size (η2 = .139) and maximum power (1.000). However, there was no main effect of group membership and no significant differences across each of the three dependent variables between the groups exposed to highly congruent vs. non-congruent pairings.

While confirming identification’s importance to SIP activation, these findings are sobering to marketers who assume that the use of SIP at retail should be at least minimally effective. However, even the effects of highly congruent pairings (e.g., deodorant and the NHL) were dependent on high levels of identification. Future research includes testing the effectiveness of official status designations on product packaging and investigations of additional boundary conditions. These and other results will be discussed.
Is Activation Worth It? The Effects of Consumer Engagement on Sponsorship Outcomes

Nataliya Bredikhina, Temple University
Thilo Kunkel (Advisor), Temple University

Marketing - Sponsorship (Professional Sport)
10-minute lightning talk (including questions)
Abstract 2020-173

In 2019, brands’ global expenditures on sport sponsorship were projected to reach $46 billion (Cutler, 2019), surpassing national GDPs of fifty-eight percent of the world’s countries (World Population Review, 2019). Defined by Meenaghan (1991) as “an investment, in cash or kind, in an activity, in return for access to the exploitable commercial potential associated with that activity” (p. 36), sponsorship has become a widespread strategy among brands looking to grow their exposure and influence consumers’ attitudes and behaviors. Sports events in particular have found a strong acclaim as a platform for sponsorship activation. For instance, the 2018 FIFA World Cup served as an opportunity for a variety of brand activations performed by its official sponsors, including the World Football Heritage exhibition in Hyundai’s Motorstudio in Moscow or in-stadium electronics showrooms and pre-game DJ performances by VIVO. Yet, despite the high investments in sponsorship activations, the evaluation of sponsorship outcomes (Meenaghan, 2011) and research on the potential of sponsor brand engagement (Cornwell, 2019) as well as the overall strategic and implementation aspects of sponsorship activation have remained limited (Cornwell & Kwon, 2019; O’Reilly & Horning, 2013).

The value of a sponsorship lies in its impact on the way, in which sponsors connect with their audiences (Cornwell, 2019). Consumers’ perceptions of the sponsor are affected by consumers’ interpretation of characteristics of the sponsorship (Woisetschläger, Backhaus, & Cornwell, 2017) and whether the sponsorship is seen as authentic (Cornwell, 2019). When a partnership is perceived as genuine, consumers are likely to develop higher levels of consumer loyalty to the sponsor (Cornwell, 2019). One of the ways of increasing the levels of perceived sponsorship authenticity could be through an activation strategy focused on providing consumers with an interactive event space. According to engagement theory, interaction with the brand could make the sponsor appear as less transactional and more relationship-oriented and help consumers feel more emotionally connected to the brand (Pansari & Kumar, 2017). According to image spill-over research, the perceived contribution of the sponsor to consumers’ fan experience may also positively impact post-event perceptions toward the sponsor that helped create that experience (e.g., Su & Kunkel, 2019). Therefore, examining the role of sponsorship activation and the potential mediating effects of authenticity in this process can help understand the value of a direct physical interaction with a brand as a sponsorship activation strategy.

This research uses a field experiment at an international sport-spectator event to examine the effectiveness of sponsorship activation on consumers’ perceptions toward two sponsoring brands, one that activated the sponsorship (i.e., providing an interactive event space) and one that did not activate the sponsorship (i.e., only logo placement at the event). Longitudinal, quantitative data were collected from attendees who purchased tickets only, one week prior to the event (N = 835) and one week after the event (N = 1014), with 473 respondents completing both surveys. Data collection just completed, and analysis is ongoing. Main effects of sponsorship activation and the potential mediation effect of sponsor authenticity will be presented at the conference.
Mediated Sports Consumption: Scale Development and Initial Validation

Min Jung Kim, University of New Mexico
Luke Mao (Advisor), University of New Mexico
Todd Seidler (Advisor), University of New Mexico
John Barnes (Advisor), University of New Mexico
Hyun-Duck Kim (Advisor), Keimyung University

Marketing - Motivation (Professional Sport) 
virtual asynchronous 
20-minute oral presentation (including questions) 
Session: Marketing 
Abstract 2020-174

One apparent trend impacting spectator sports is the shift in sport fans’ consumption opportunities, having now gained many alternative formats to access sporting events. The consumption occurred through those varied substitute platforms, including home television, online streaming, social networking, sports bars, and movie cinema, is termed as mediated sports consumption (Eastman & Land, 1997; Fairley & Tyler, 2012; Kim & Mao, 2019; Weed, 2007).

A number of scales have been developed to measure motivational factors that impact sport fans’ attendance decision (e.g., Funk & James, 2004; Trail & James, 2001; Wann, 1995) and specific mediated consumption, such as teams’ websites browsing behavior (e.g., Seo & Green, 2008). However, there is a lack of a general scale that measures mediated sports consumption. Prior research indicated that sports viewing experience in different settings may have been impacted by distinct motivation (Chalip, 2006; Eastman & Land, 1997; James, Breezeel, & Ross, 2001; Katz & Heere, 2015; Weed, 2007, 2008). Accordingly, the purpose of this study was to (a) explore what motives influence mediated sports consumption; (b) develop a comprehensive motivation scale for mediated sports consumption (MSMSC), and (c) provide initial validation for MSMSC.

This study was composed of five stages: 1) a semi-structured interview and a free-thought listing survey for creating a motive-based taxonomy; 2) a panel of expert judges for the content validity; 3) EFA based on a sample of 549 participants recruited through M-Turk; 4) CFA based on a separate sample of 622 M-Turks; and 5) SEM for testing nomological validity.

Ten motives with 54 items were formulated through interviews and subsequent expert panel reviews. In the EFA with a Promax with Kaiser-Normalization, seven motive factors with 21 items were retained through an EFA using Principal Axis Factoring method. The seven factors were convenience, sociability, emotional hedge, programming, ownership, team supporting, and security. The seven-factor model was confirmed again on a separate sample and had achieved a good model fit. Both convergent validity and discriminant validity were established using the Fornell-Larcker criterion (Fornell & Larcker, 1981). The internal consistency reliability ranged from .70 to .84. The nomological validity received support within a theoretical framework by integrating self-determination theory (Deci & Ryan, 1985) and the theory of planned behavior (Ajzen, 1985), which suggested that this newly developed MSMSC was adequate to capture mediated sports consumption behavior. Given the findings, managerial implications for sport management practice and future research will be discussed.
Soft power is a way of achieving goals through attraction rather than coercion (Felsch, 2016), where one actor convinces, in a non-coercive manner, another to want the same things they want (Nygård & Gates, 2013). Coined by Joseph Nye in 1990, ‘soft power’ is about reputational management for nations as opposed to the ‘hard power’ of financial incentives or military force (Brannagan & Giulianotti, 2018). Dinnie (2015) and Krzyzaniak (2018) point out that soft power is a mechanism of strengthening a country’s political and cultural influence, improving reputation, boosting tourism, increasing trade and attracting investment, and attracting a skilled and talented workforce. According to Nygård and Gates (2013), nation-building can be achieved through four mechanisms of sport diplomacy and politics: (i) image building, (ii) building a platform for dialogue, (iii) trust building, and (iv) reconciliation, integration and anti-racism. This is often seen in sport by hosting mega events, sponsoring high-profile sport properties, and taking on naturalized athletes in their national team. For example, Qatar has employed ‘soft power’ techniques for nation-building, using sport as a platform to overcome issues related to health and well-being, progress and modernization, and peace and security (Brannagan & Giulianotti, 2018).

While nations have hosted mega-events (e.g., Olympic Games, FIFA World Cup) to gain soft power, some argue that sponsoring a high-profile sport property brings less scrutiny and costs much less (Krzyzaniak, 2018). Chadwick and Widdop (2017) define soft power sponsorships as an outward contractual relationship between a country/state-owned entity and a sport property aimed at promoting the attractiveness of a country, its culture and its policies, with the intention of altering the attitudes and behaviors of target audiences pertaining to the entity and/or country with which it is associated. Examples of these partnerships include Azerbaijan (Atletico Madrid), Malaysia (Cardiff City F.C.), Chad (FC Metz), Puerto Rico (Sevilla FC), Rwanda (Arsenal F.C.), and Qatar (Paris Saint-Germain F.C.).

Social media is a primary marketing channel used today by European professional football clubs to reach their target markets (Maderer, Parganas, & Anagnostopoulos, 2018). Therefore, this study aims to explore the use of social media by sponsoring nations and clubs for the purpose of nation-branding, employing soft power techniques. We will investigate the following two questions: a) how do nations sponsoring football clubs use social media for the purpose of building soft power? and b) What are the objectives, if any, of nations sponsoring football clubs communicated on social media as a soft-power building tool?

Focusing on nations sponsoring European football clubs in the 2019-2020 season (Qatar, Malaysia, and Rwanda), this study employs observational netnography (Abeza et al., 2017) to assess content (text, audio files, videos, pictures) communicated (during regular season - August 1, 2019 to May 31, 2020) via official Facebook account of the sponsoring nations and the sponsored teams. The presentation will address theoretical and practical implications, focusing on the state of soft power sponsorships versus traditional, nation-building, sport-based initiatives (e.g., hosting mega events).
Natural Experiment on Fans’ Player Trust and Attitudes Using Machine Learning with Social Network Data

Aksah Sebastian, University of Mississippi
Taeyeon Oh, University of Mississippi
Seungmo Kim, Hong Kong Baptist University

Marketing - Fan Identification (Professional Sport) virtual asynchronous
Poster
Abstract 2020-176
Session: Poster Session II

Superstar players in professional sports are a crucial factor for attracting fans (Humphreys & Johnson, 2017). However, due to the excessive influence star players have, teams often deal passively with those players’ misbehaviors, and it has been observed that star players are moving from team to team after issuing open trade demands, although they are not FA. Under these circumstances, fans’ trust in their teams and players and their attachment toward the supporting teams may get damaged and weaken.

Fans’ loyalty to a team is composed of attitudinal and behavioral components (Funk & James, 2006), and fan attitudes increase their intentions to repurchase (Park & Kim, 2000). The social identity theory (Tajfel & Turner, 1986) explains the causal relations relevant to this topic, indicating that fans’ identification with teams or players is the key antecedent for fan loyalty (Wan & Branscombe, 1993). In addition, the concepts of trust and vicarious achievement conclusively impact fan loyalty and their identification with teams or players (Wu, Tsai, & Hung, 2012). Previous studies have determined the positive impacts of the relationship between players and fan loyalty, but they have been limited in their analyses of the negative aspects of player, team, and fan relationships. Therefore, it may be hypothesized that a star player’s betrayal behavior or open demands for trade could negatively impact fans’ trust, identification with, or attitudes toward the team or player they support. This study attempts to conduct a natural experiment for such situations by analyzing the social networking service (SNS) reactions of fans via big data analytic methods.

Data mined from Twitter was pre-processed to make it plausible for text analyses. This corpus was then passed through a CountVectorizer with an n-gram range of (1,2). These vectors were used to train support vector machine (SVM), naïve Bayes, and logistic regression models, which were then ensembled to maximize their output for the most accurate results (Danisman & Alpkocak, 2008). The model in the present study was used to classify tweets mentioning “Anthony Davis”—from February to June 2019—into four emotions: surprise, anger, happiness and sadness. The corpus was then separated into fanbases using hashtags from the tweets. Bigram analysis was conducted on the separate fanbases, along with analysis of the emotion count overall and among the individual fanbases.

Tweets from basketball fans were mostly surprised (53.17%) and angry (29.43%) about Davis’s open trade request. Pelicans fans felt more anger (35.49%) than did overall fans, while Lakers fans were more likely to be happy (14.12%) about the request ($x^2=462.39$ $p<.001$). The keywords frequently observed in tweets from Lakers fans revealed their expectations for a new star on their team, such as “next season” or “can’t wait.” Pelicans fans expressed more anger and sorrow, with keywords such as “shaking my head” or “stay with the Pelicans.”

As expected, the results have shown that fans negatively react to the misbehavior of star players, and these emotions can negatively influence fans’ attitudes toward the teams (Nabi, 2006). Further implications will be discussed in the presentation.
Optimal Game Outcome Uncertainty and Team Identification: Understanding Potential NBA Attendees’ Decision-Making Process

Moonsup Hyun, Temple University
Jeremy Jordan (Advisor), Temple University

Marketing - Consumer Behavior (Professional Sport)  
Session: Team Identification I

Game outcome uncertainty is an essential characteristic of sports. Many scholars have investigated the effects of unpredictability on game attendance, leading to two competing arguments: the uncertainty hypothesis (i.e., fans prefer to attend games expecting an uncertain outcome; Rottenberg, 1956) and the loss aversion hypothesis (i.e., fans prefer to attend games expecting their team to win). Recent empirical studies have focused on testing both hypotheses and have provided frequent support for the loss aversion hypothesis (Coates, Humphreys, & Zhou, 2014; Sung & Mills, 2018).

However, in our study, we suggest that these two approaches should be considered simultaneously. Early studies often proposed a linear or quadratic relationship between fans’ loss-averse (win-seeking) behavior and the probability of winning, indicating that attendance should continue increasing along with the likelihood of winning. In the current study, we instead hypothesize that fans will become less loss-averse and seek greater uncertainty (1) if their team is playing against a clearly inferior team and/or (2) as fans’ team identification declines. We explore this behavioral pattern using a mixed-method approach across two studies.

In Study 1, a decade of NBA game data were analyzed through polynomial regression with time-fixed effects (both orthogonal and raw polynomial regressions were conducted). The dataset included attendance, point spread, and control variables (e.g., star-player rating, offensive rating; city income and population; stadium capacity and age; whether the city hosted NFL, MLB, and/or NHL teams; and whether the team had been relocated). Our findings demonstrate a significant cubic relationship between point spread and attendance ($\beta_3(\text{Point Spread})^3 = -0.20, p<.01; \beta_2(\text{Point Spread})^2 = 6.14, p<.01; \beta_1(\text{Point Spread}) = 21.35, p<.01$); coefficients from raw polynomial regression were reported. The second partial derivative of attendance was equal to zero when the point spread was –10.06, indicating that attendance growth began to slow; the function switched from a U-shape to an inverted U-shape once teams were expected to win by more than 10.06 points. In addition, we are developing scenario-based experiments for Study 2 to confirm the results of Study 1 and ensure the internal validity of the study. Our second hypothesis will also be tested in Study 2 (i.e., fans with high team identification will be more loss-averse than non-fans).

The main contribution of this work is the integration of competing hypotheses to understand fans’ attendance. Although a U-shaped relationship was identified between the likelihood of winning and attendance, consistent with earlier studies, this correlation exhibited an inverted U-shape when the expected score difference exceeded 10.06 points. Study 2 will expand the results of Study 1 by considering the effect of team identification on fans’ attendance.

These findings carry valuable managerial implications. First, the NBA’s competitive balance is important despite home fans tending to prefer a guaranteed win; per our study, fans often sought uncertainty when their team’s probability of winning became too high. Second, NBA teams should realize that attendance was lowest around a point spread of 1.61. Such insight should help teams allocate their marketing/promotional efforts more effectively, such as by offering discounted concessions or setting ticket costs based on dynamic pricing.
In recent years, considerable attention has been given to the practice of tanking in sport, and some have suggested that certain fans may be supportive of team improvement through tanking (Hanzus, 2011). Such behavior is nontraditional, as it goes against the natural human desire to win while competing (Deeks, 2014). However, this is an aspect of sport consumer behavior that has received scant academic focus. Previous work has focused on the existence of tanking (e.g., Taylor & Trogdon, 2002) or the economic impact on the team when engaged in such strategies (e.g., Soebbing et al., 2013), but none have examined the perspective of the fan, which has value, given the fan’s role in revenue generation. Thus, the purpose of this study was to holistically examine consumer behavior support for tanking.

This project, though exploratory, was rooted in group identity theory. From a social identity standpoint, the prospect of being able to “acquire” a promising draft pick through tanking may be seen as a tactic to add future value to the image of the in-group via a star player (Hogg, 2001). The research utilized a mixed method, multiple phase approach. First, the study sought to garner a basic understanding of the motivations involved in support for tanking via qualitative research. These findings served as a gateway to developing an instrument to measure support for tanking. A multi-step process was subsequently employed to develop and refine the instrument, which was then utilized to conduct an empirical study on the psychographic makeup of the fan who supports tanking.

In phase one, three themes were identified to explain the rationale for why a fan would support tanking. After refining the instrument to measure support for tanking, participants were recruited by Qualtrics during the 2018-19 NBA season and had to identify as either Chicago Bulls or Cleveland Cavaliers fans (both teams that had received attention as potentially engaging in tanking during that season; N = 262). Participants were exposed to a stimulus, in which they were provided information about a heralded prospect who was set to declare for the NBA Draft. With that information in mind, they were then asked to respond to items related to tanking.

A multiple regression model was used to examine the relationship between the following variables on support for team failure (tanking): delayed gratification, concern for group identity, perceived basketball knowledge, endorsement of sportspersonship, and advocation for analytics. The overall regression model was significant, R2 = .57, F(5, 250) = 67.179, p < .001. Results showed that concern for group identity, perceived basketball knowledge, and endorsement of analytics significantly predicted support for tanking.

The findings suggest that there are both affective and cognitive factors that explain why some fans openly support their team to fail. Fans who support tanking appear to activate a greater level of cognitive involvement via their calculated prescriptions about successful long-term team-building, in conjunction with their behavioral support of the team - thus hoping that vicarious achievement will be invigorated when the endorsed “process” is complete.
Psychological and Social Outcomes of Sport Participation among College Students: A Systematic Review

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Marketing - Other (College Sport) virtual asynchronous
Poster
Abstract 2020-179
Session: Poster Session I

College students are expected to not only endure demanding academic workloads but also develop and maintain various types of social networks. Compared to other age groups, it is argued that college students face unique life situations and challenges. To be specific, many scholars have highlighted that young adulthood is a critical period to address mental health due to a significant higher risk of having psychiatric disorders (Kessler et al., 2005), loneliness (Moeller & Seehuus, 2019) or health risk behaviors such as alcohol consumption or substance use (Stone et al., 2012) that can be resulted from detachment from family members and new transition process.

Sport participation is one dominant form of physical activity that can promote psychological and social outcomes due to its social nature (Berg et al., 2015). This significant role of sport participation on various types of health-related outcomes are well documented for children and adolescents (Eime et al., 2011a), adults (Eime et al., 2011b), older adults (Heo et al., 2018), and intercollegiate student-athletes (Storch et al., 2005). Nevertheless, relatively little literature has investigated the sole effect of sport participation on college students’ social and psychological outcomes (Lower et al., 2013). Moreover, the findings are still fragmented due to the fact that the concept of “sport participation” has been used with different terms, such as serious leisure, recreation, or physical activity. Recognizing these gaps, using systematic review, we explored the psychological and social outcomes of sport participation among college students (non student-athletes) in order to identify the current research gaps and provide future directions.

This systematic review searched the seven major databases (i.e., SPORTDiscuss, Cochrane Library, PubMed, MEDLINE, PsycINFO, PsycARTICLES, CINAHL). Initially, a total of 27,232 records were identified. According to the PRISMA guideline, a total of seven studies were included for the final review. All seven studies were empirical studies, including six quantitative studies and one with mixed methods. Six quantitative studies had varied sample sizes ranging from 98 to 2,164, whereas one mixed study had 76 participants. All seven studies included both male and female samples.

Of the seven studies, four publications confirmed the positive relationship between sport participation and personal psychological enhancement such as self-efficacy (Decamps et al., 2012), emotional maturity, competence, self-confidence (Mouloud et al., 2016) and quality of life (Shaikh et al., 2016; Snedden et al., 2019), Three publications found the negative relationship between sport participation and psychological distress such as anxiety, depression, and stress (Decamps et al., 2012; Shaikh et al., 2016; Yazici et al., 2016). Three studies disclosed the positive relationship between sport participation and social outcomes among college students including a better ability to work with diverse group (Artinger et al., 2006), capacity for social interaction (Mouloud et al., 2016) and a higher level of perceived social benefits (Lower et al., 2013).

Theoretical and practical contributions will be discussed for generating a better understanding of organizational capacity promoting sport participation among college students and identifying strategies to enhance the effectiveness of those programs.
Psychological Commitment to Pickleball: An Examination Based on Age and Competitive Involvement

Jonathan Casper, North Carolina State University
JungHawn Jeon, The University of North Carolina at Greensboro

Marketing - Consumer Behavior (Amateur Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior II
Abstract 2020-180

The purpose of this study was to examine the determinants of psychological commitment to pickleball, the fastest growing senior sport in the United States (Sports & Fitness Industry Association, 2018). With 10,000 Baby Boomers hitting retirement age each day between now and 2030 (US Census, 2018), sport service providers targeting seniors need to critically examine the needs and wants of this community. Unique to the baby boomer generation is competitive sport participation, as a vast majority have played competitive sport in their youth and continued to play over their adult lifespan (Cochrane et al., 2009).

This study used a modified version of the Sport Commitment Model (SCM: Casper & Jeon, 2017; Scanlan et al., 2016) to understand the determinants of commitment to pickleball participation and to compare determinants based on age (older adults versus seniors) and competitive involvement (recreational versus league/tournament play). Past research examining sport participation and commitment have found that as the age of a participant increases, competition becomes less important while determinants such as having enjoyment, involvement opportunities, and improving fitness are more salient (e.g., Brodkin & Weiss; 1990; Alexandris et al., 2002; Casper et al, 2007). While all sports are inherently competitive, older adults and seniors who play competitively may have different reasons for their commitment (e.g., Dionigi et al., 2017; Kim et al., 2019). Therefore, this study hypothesized that the determinants of sport commitment would: (1) significantly differ based on age, and (2) significantly differ based on competitive involvement.

An online survey, approved by a human subject review board, was sent by USA Pickleball Association Ambassadors to an estimated 2,500 valid emails of pickleball players in a southeastern US state; 817 surveys were completed (~32% response rate). Model constructs (Competition, Commitment, Desire to Excel, Enjoyment, Fitness, Other Priorities, Personal Investments, Social Constraints, Social Support, and Valuable Opportunities) were assessed using confirmatory factor analysis based on factor loadings (> .50), composite reliability (> .70), and average variance extracted (> .70) (Garson, 2013). Structural equation modeling examined all constructs as determinants of Commitment (dependent variable); statistical differences (p < .025) were examined based on age (older adult 45–64 years, n=315; senior 65+ years, n=454) and competitive participation (recreation, n=524; competitive, n=293).

Results found that Enjoyment was the greatest significant predictor explaining the variance of Commitment, while Personal Investments was a non-significant predictor in all comparisons. With age comparisons, Competition, Desire to Excel, Other Priorities, and Valuable Opportunities were equally significant for both older adults and seniors. Fitness was only significant for seniors, while Social Constraints was only significant for older adults. With competitive participation, Fitness, Other Priorities, Social Support, and Valuable Opportunities were significant for recreational players and non-significant for competitive players, while Social Constraints was significant for competitive players and not for recreational players. Competition was a significant detractor of commitment for recreational players. The findings provide unique theoretical contributions to the SCM (e.g., non-significant personal investments), while providing practical contributions toward retention of participants (e.g., competition as a detractor) to be discussed in detail at the presentation.
Red or Blue: How Political Affiliation of Sport Fans Relates to Sustainability Attitudes and Behaviors

Danielle Smith, North Carolina State University
Jonathan Casper (Advisor), North Carolina State University
Brian P. McCullough (Advisor), Seattle University

Marketing - Corporate Social Responsibility (College Sport) virtual asynchronous
10-minute lightning talk (including questions)
Abstract 2020-181 Session: Corporate Social Responsibility/Youth Sport

Sustainability continues to be an important issue, especially heading into the 2020 United States presidential election. Findings from presidential elections indicate that the environment had a significant impact on voter’s candidate choices (Davis, Wurth, & Lazarus, 2008). Political polarization over climate change is at an all-time high, with conservatives being more skeptical of climate change and less willing to act against it than progressives (Baldwin & Lammers, 2016). Political ideology is one of the most powerful predictors of climate change perceptions and related behaviors (Hornsey et al., 2014).

The purpose of this study was to examine if sport fans’ political identification relates to awareness of sport sustainability programs, providing an opportunity to drive engagement with environmental issues. Sport organizations are actively developing fan engagement strategies and marketing campaigns to attempt to increase fan sustainable behaviors (Kellison & Kim, 2014; Pfahl, 2011). In order to increase awareness of environmental issues, as well as impact both at-event and post-event behavior, understanding fans’ attitudes toward sustainability efforts is warranted (Casper, McCullough, & Pfahl, 2019; Trail & McCullough, 2019). We set out to determine if sport fans’ political identification directly affects awareness of sustainability programs, perceptions of organizational sustainability commitment, fan commitment, and environmental behaviors. Therefore, we hypothesized that self-identified Democrats would be more receptive to organizational sustainability efforts leading to significantly greater awareness of, commitment to, and behaviors around sustainability.

To test these relationships, we formulated an on-site survey for sport fans around environmental attitudes, sport and environmental behaviors, environmental program recall, and demographics. Respondents (N=134) at a western Division I NCAA institution in September 2019 were administered the survey before two football games prior to any sustainability marketing exposure. For this study only, respondents who self-identified as Democrat (n=48) or Republican (n=49) were examined. The 23-item instrument measured demographics, awareness (yes, no), and commitment/behaviors (Likert-type scales). T-tests and chi-square analysis were conducted to examine differences (p<.05) based on political affiliation.

While over 50% of respondents were aware of the environmental program brand (N=57) and the University’s commitment to Sports for Climate Action Framework (N=49), no significant differences were found between Democrats and Republicans. Additionally, no significant differences were found in awareness of the five environmental initiatives featured during the game. While a majority of the fans somewhat or strongly agreed (N=77) that environmental efforts related to their commitment as a fan, no significant differences were found between Democrats and Republicans. Similar results were found when examining influence on their environmental behaviors.

While our results were not necessarily expected based on prior research (Hornsey et al., 2014), the findings are promising for environmental engagement. That is, if political affiliation of sport fans does not significantly impact their awareness of, commitment to, and behaviors around environmental sport programs, then sport may serve as a neutral and desired platform to drive environmental initiatives. We will continue this discussion as to how sport can be leveraged to engage diverse fan segments on environmental sustainability and further implications for academics and practitioners alike.
Secondary Advertising Effects: A New Perspective on Giveaway Items

Akira Asada, Texas Tech University
Akiko Arai, Tokyo University of Science

Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
10-minute lightning talk (including questions)
Abstract 2020-182 Session: Consumer Behavior I

Sports teams give away promotional items such as T-shirts and bobbleheads to incentivize people to attend their games (Kelley, Harrolle, & Casper, 2014) and enhance the game-day experience (Yoshida & James, 2011). Sport management researchers have examined the unique roles these giveaway items play pregame and during the game; however, little scholarly attention has been paid to their postgame roles. After a sporting event, game attendees often take a giveaway item home and use it in their daily lives (e.g., wearing a T-shirt). By doing so, they expose the item to other people, who may then become interested in the item and talk about it. In this way, giveaway items can increase brand exposure and trigger word of mouth (Sernovitz, Godin, & Kawasaki, 2009). We call this post-event promotional effect of giveaway items the secondary advertising effect. The purpose of this research is to examine how people use giveaway items after sporting events and discuss how sports teams can create secondary advertising effects.

We conducted a survey using Amazon Mechanical Turk. We recruited 401 U.S. residents who had received a giveaway item at a sporting event in the preceding year. Of the 401 participants, 233 had received apparel, 164 had received memorabilia, and four had received both. We asked the participants who received apparel (a) how often they wear the item and (b) how often they talk about the item with others. For those who had received memorabilia, we asked (a) how often they show the item to others and (b) how often they talk about the item with others. They answered these questions by selecting one of five options: “Never,” “Rarely,” “Occasionally,” “Often,” or “Always.” Finally, we asked those who selected “Never” or “Rarely” why they do not regularly use, wear, or show the item to others.

Regarding apparel, 68.4% of participants said they wear the item, and 45.2% said they talk about the item with others at least occasionally, implying that apparel generates secondary advertising effects. The most common reason for not wearing a giveaway apparel was “The item is too small/large” (25.5%), followed by “The item is not fashionable” (24.5%). Thus, sports teams may increase secondary advertising effects by (a) providing various size options and (b) designing fashionable items. Regarding memorabilia, 47.1% of participants showed a giveaway item to others, and 40.6% talked about the item with others at least occasionally. Thus, memorabilia are less likely to create secondary advertising effects compared to apparel. This may be because many people (53.1%) keep memorabilia in private spaces (e.g., their bedroom). Participants also mentioned that they do not show the item to others because “The item is not interesting” (53.9%). Thus, sports teams may increase secondary advertising effects for memorabilia by (a) encouraging people to place items in public spaces and (b) designing items that reflect an interesting experience and identity. We will discuss more specific recommendations during the presentation.
Seeking a Social Experience at a Themed Running Event

Laura Wood, University of Waterloo
Ryan Snelgrove, University of Waterloo

Marketing - Consumer Behavior (Amateur Sport)
Poster
Abstract 2020-183

Running events are a popular form of sport participation. One relatively new type is a fun themed event. However, little is known about factors that explain post-event evaluations (e.g., perceptions of quality). These running events may be attractive to some adults as the sport can be adapted to meet various interests, needs, and abilities.

Previous research highlights the importance of a social experience to event participants' assessment of the event and continued involvement (Xing, Chalip, & Green, 2014). In particular, event attendees often seek to celebrate a sport based identity with similar others and feel a sense of camaraderie (Green & Chalip, 1998). However, not all participants at an event are highly identified members of the sport subculture, as events also attract new members (Snelgrove & Wood, 2010). Furthermore, although event attendance is an expression of an identity, mere attendance is not enough to evaluate the experience positively. Rather, participants also need to develop feelings consistent with their identity and motivations, such as a sense of community (Xing et al., 2014). Thus, the purpose of this study was to explore how a runner identity, social motivation, and being a new subcultural member are related to sense of community and, in turn, perceived quality of a fun themed running event.

Data were collected via questionnaires from 464 participants at the Le Chocolat running event (5K, 10K, half marathon) held in Ontario, Canada. The event was promoted as a Mother's Day primer and used chocolate as the event's theme. Questions included validated measures of runner identity, social motivation, organized running event history, sense of community, perceived quality, and demographic information. Data were analyzed using structural equation modeling. Consistent with registration data the vast majority of the sample identified as female (i.e., 90%).

First, data were inspected for normality and no issues were found. Next, a measurement model was assessed and a good fit was found (X2/df = 2.21; CFI = .982; NFI = .967; RMSEA = .052). Discriminant validity was also established (Preacher & Hayes, 2008). Last, the structural model also indicated good fit (X2/df = 2.20; CFI = .980 NFI = .964; RMSEA = .052). Indirect effects were assessed using a bootstrapping procedure. Specifically, social motivation, runner identity, and being a subcultural member were positively associated with sense of community and indirectly associated with perceived quality through sense of community.

Theoretically, results suggest that developing a sense of community is a key mechanism that explains the formation of perceived quality for participants who have a runner identity and are motivated to connect with other runners. Furthermore, runners new to organized running events are less likely to feel connected to other runners at an event designed to welcome all types of participants. Practically, results suggest that event organizers should design opportunities to socialize and celebrate identities and promote the camaraderie experienced through fun themed events. Furthermore, they should work to welcome and actively socialize runners new to organized events so they can develop a sense of community.
Self-branding through NFL Team Fanship: Fans’ Desired Self-Image and Its Implications for Branding Practices

Jerred Junqi Wang, University of West Georgia
Jessica Braunstein-Minkove (Advisor), Towson University
Thomas Baker (Advisor), University of Georgia
Bo Li, Miami University
James J. Zhang (Advisor), University of Georgia

Marketing - Branding (Professional Sport)  
20-minute oral presentation (including questions)
Abstract 2020-184  
Session: Branding

The rapid development of media technology has largely expanded individuals’ social network and empowered them to engage in self-branding activities at an unprecedented pace and level, in which each individual treats himself/herself as a brand and markets it to interested audiences in his/her social network (Marwick, 2010; Rampersad, 2008). Similar to the general brand, one’s self-brand is a cultural and ideological object that reflects cultural rituals and social dynamics. A thorough exploration of fans’ desired self-image, in conjunction with self-branding behavior, could help sport teams, corporate sponsors, and athletes understand their fans and further frame the match-up effect through branding practices.

In the process of self-branding, people are motivated to utilize symbolic consumption to sophisticatedly depict their desired self-image to facilitate their socialization (Epstein, 1983; Rosenberg, 1979). Given that NFL team fanship is widely noticeable, able to evoke certain specifiable reactions from others, and controllable by individuals, it is an effective medium that carries symbolic value. When appropriately managed, it could be used to sophisticatedly build one’s desired self-image. According to the model of motivation process (Funk, 2008; Schiffman & Kanuk, 2004), unfulfilled needs, wants, and desires in the continuum of consumption would arouse psychological tension, which is an unpleasant psychological state or feeling. This psychological tension drives consumers to seek outside stimuli; consumption behavior is likely to follow if they perceive that a product stimulus is likely to satisfy their unfulfilled desires through reinforced provision. Building upon the aforementioned literature, this study explored what self-images are desired by NFL fans and the importance of these self-images in fan behavior. Through three research phases that integrated both qualitative and quantitative investigations including focus-group studies, expert reviews, and three cross-sectional surveys (N1=104, N2=559, and N3=304), a factor structure of desired self-image consisting of two dimensions (i.e., athletic image and social attractiveness) and 18 self-images were identified. Findings confirmed the importance of desired self-image in influencing fans’ affective and actual behavior. Specifically, athletic image (social attractiveness) exerted positively (negatively) impacts team identification (βAthletic-Image = .487, p < .01; βSocial-Attractiveness = -.042, p > .05), game attendance (βAthletic-Image = .276, p < .01; βSocial-Attractiveness = -.465, p < .01), licensed merchandise purchasing (βAthletic-Image = .270, p < .01; βSocial-Attractiveness = -.319, p < .01), social media consumption (βAthletic-Image = .357, p < .01; βSocial-Attractiveness = -.452, p < .01), and television consumption (βAthletic-Image = .215, p < .05; βSocial-Attractiveness = -.268, p < .05), which could be attributed to the provision of related symbolic meanings in NFL team fanship (evidenced by negative or positive mean values of desired self-images minus team-images).

The specific desired self-images, underlying dimensions, and their impacts on fan behavior identified in this study depict fans’ self-branding behavior. As suggested by the framework of brand architecture (Kunkel, Funk, & Lock, 2017), connected brands would be evaluated by consumers within a broader context instead of isolated unities. The findings about fans’ desired self-image could provide branding references for sport teams, corporate sponsors, and professional athletes that are naturally and strongly connected in the context of NFL consumption.
Shared Joy is Doubled Joy? Does Stadium Atmosphere Influence the Emotional Experience of Media Consumers and the Attractiveness of Sport Broadcasts?

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Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Emotion I
Abstract 2020-185

Professional sport leagues and teams from the US and Europe increasingly focus on lucrative markets abroad and, hence, it is important to investigate the factors that positively influence the attractiveness of media products from the perspective of foreign sports media consumers. This research sets out to examine the role of media-transferred stadium atmosphere on the perceived attractiveness of foreign team sport content. Based on a review of the literature and two initial exploratory surveys of satellite fans in Japan (N=26) and Germany (N=52), we propose that especially spectator-induced atmospheric stimuli contribute to the attractiveness of international team sport broadcasts and that this effect is mediated through an emotional contagion process (Biscaia, Correira, Rosado, Maroco & Ross, 2012; Hatfield, Cacioppo, & Rapson, 1992). Thus, in addition to on-pitch success and star players, the on-site engagement of sport teams’ domestic supporters appears to be a driver of satellite fans’ interest in specific teams or leagues. But to what extent is the media experience of (foreign) fans influenced by the stadium atmosphere and which specific stimuli are the most important determinants in the emotional contagion process? The positive effect of stadium atmosphere on the emotional arousal of fans at the venue is well investigated (e.g. Hocking, 1982; Jutte & van der Wal, 2018; Thonhauser & Wetzels, 2019; Uhrich & Benkenstein, 2010.) Uhrich and Benkenstein (2010) define four main components of stadium atmosphere (i.e. organizer-induced, architectural-induced, game-induced and spectator-induced stimuli). Spectator-induced stimuli can be expected to be particularly important drivers of emotional spill-over effects from on-site fans to media consumers (Arakawa, 2012). However, no study has examined the effects of different components of spectator-induced stimuli on other consumers beyond the immediate physical environment. Building on Uhrich and Beckenstein’s (2010) conceptualization of spectator-induced stadium atmosphere, we will conduct an experimental study that tests the effects of the number, the appearance, and the behavior of on-site fans on the self-reflected emotional arousal of TV viewers (Russel, 1989) and the attractiveness of the broadcast (study 1). Self-compiled sequences of Highlights from the UEFA Champions League with variations of the three social components will serve as experimental stimuli. The on-pitch action will be kept identical across all conditions. Moreover, we will control for team identification (Lock & Funk, 2016) and susceptibility for emotional contagion (Doherty, 1997). A second experimental study (study 2) will then investigate the relative effect of spectator-induced atmosphere compared to game-related atmosphere in enhancing both the emotional experience of media consumers and the perceived attractiveness of the broadcast. Overall, this research will provide valuable learnings for managers seeking to improve sport TV experiences or media content in general (e.g. highlight clips or social media content).
Should Sports Team Redesign the Logo? The Effects of Logo Redesign in Determining Fans' Behavioral Consequences

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Marketing - Branding (Professional Sport) virtual asynchronous
Poster Abstract 2020-186 Session: Poster Session II

Logo is a powerful element that shapes teams’ symbolic image which could ultimately determines various types of fans’ behavioral consequences, such as attitude toward the team and intention to purchase team-logoed merchandise (Holt, 1998). Despite the significant role of logo in shaping fans’ behaviors, there is a limited understanding of how sports team can effectively make changes in their logo to rebrand themselves with a few notable exceptions (e.g., Ahn et al., 2012).

Logo is “a graphic representation or image that triggers memory associations of the target brand (Walsh, Winterich, & Mittal, 2010). According to the brand association theory, each element of brand, such as logo and brand status, plays a major role in determining the success of rebranding (Roy & Sarkar, 2015). In this regard, the current study proposes that logo redesign can be used as an effective way to rebrand sports teams. Particularly, the status of the team, either a traditionally winning or losing team, would determine whether major or minor changes in logo redesign will determine the success of rebranding. Because a winning team would like create a strong connection with the previous winning status, minor changes in the logo would be more effective in redesigning the logo than major changes. Meanwhile, because a previously losing team would like to cut their image as a failure, major changes in the logo redesign would be more effective for them than minor changes. In this regard, we propose the following hypothesis:

H1: For a traditionally winning team, minor changes in the logo will lead to more positive attitude toward the team and greater intention to purchase team-logoed merchandise from fans compared to major changes

H2: For a traditionally losing team, major changes in the logo will lead to more positive attitude toward the team and greater intention to purchase team-logoed merchandise from fans compared to minor changes

A 2 (different status of team: traditionally winning vs. losing team) × (degree of change in the logo: minor vs. major changes) between-subjects design will be used. A total of 200 participants will be recruited from Amazon’s Mechanical Turk. In the first stage of the experiment, participants will be randomly assigned to either a winning or a losing team condition. In the second stage, participants will be randomly assigned to either a minor or a major logo change condition. In the minor change condition, we will make a few small (several major) changes in the current logo. After reviewing the revised logo, participants will complete questionnaire that includes dependent variables and demographic information. A series of ANOVA will be used to examine the main and the interaction effects. Additionally, a simple effect test will be used to examine the group difference.

The results of our study would provide an effective guideline regarding how sports teams can effectively rebrand themselves by redesigning their logo.
Sport Consumer Responses to Rival Team Athlete’s Scandal: Focusing on Emotional and Cognitive Approaches

Jinwoo Ahn, University of Florida
Joon Sung Lee (Advisor), University of Florida
Wonseok (Eric) Jang (Advisor), Sungkyunkwan University

Marketing - Fan Identification (College Sport)
20-minute oral presentation (including questions)
Abstract 2020-187

Previous studies have found that sport fans show more positive perception to in-group members (e.g., favorite teams) and display negatively biased reactions (e.g., celebrating a rival team’s loses or misfortunes) to out-group members (e.g., rival teams; Hoogland et al., 2014). However, to date, from the moral judgment perspective, the literature has yet provided empirical evidence on the psychological underlying mechanism of such skewed fan behaviors about a rival team athlete’s misconduct. Therefore, this study aims to investigate how such biased behaviors are evoked and its subsequent impact on fans’ intent to punish.

This study especially considers two different variables such as envy (emotional factor) and importance of winning (cognitive factor; IWIN) as key mediators within the relationship between team identification (ID) and schadenfreude. Envy can be defined as a negatively valenced emotion of hostility toward others who have/had achieved superior qualities or achievements in a self-relevant domain (Smith & Kim, 2007). Such malicious envy is known to trigger a denigration of or hostility toward the target (Van de Ven et al., 2012). As another unique phenomenon in the rivalry context, the literature has focused on the notion of Schadenfreude, the pleasure that one party tends to experiences at the misfortune of an opposite party within an antagonistic relationship. Schadenfreude is a type of appraisal-based joy evoked when someone is pleased about an event that is undesirable for others (Heider, 1958). For instance, schadenfreude can be elicited when a rival team suffers a setback such as player injuries or scandals. Dalakas and Melancon (2012) also uncovered the mediating role of IWIN between fan ID on schadenfreude. Regarding the moral judgment toward a rival team athlete’s scandal, we posit that schadenfreude will have positive impact on intent to punish through three different moral reasoning strategies: moral coupling (MC; combining performance and morality judgment resulting in negative reaction to a scandalized athlete), moral decoupling (MD; separating performance and morality judgment resulting in support to a scandalized athlete), moral rationalization (MR; justifying the misbehavior resulting in support to a scandalized athlete) (Lee & Kwak, 2016). Thus, we propose that:

H1-a. There will be a positive relationship between fan ID and envy toward a rival team.
H1-b. There will be a positive relationship between fan ID and IWIN.
H2. Envy and IWIN will mediate the relationship between fan ID and Schadenfreude.
H3. Schadenfreude will have a positive (negative) impact on punish intent toward a rival team athlete through MC (MD and MR).

An experimental study (n = 200) will be conducted by collecting two different universities in the US. Participants will first read a fictitious scenario depicting a university athlete scandal. They will then answer a questionnaire that included independent and dependent variables, and mediators. Structural equation modeling will be performed to test the hypotheses. The findings will further expand the literature by understanding how fans react to the failures of a rival team. More theoretical and practical implications will be discussed at the conference.
Sport Experience Design: The Impact of Physical and Relational Contexts at Division-II Athletic Events

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Sang Uk Joo, Messiah College

Marketing - Service Quality (College Sport)

Virtual asynchronous Poster Abstract 2020-188 Session: Poster Session I

This research determines the effect of physical circumstances and interpersonal contexts on sport consumers’ psychological and behavioral processes, and it improves understanding of critical areas in which college athletics departments can put more effort into designing spectators’ sport experience. College sport event attendance in the last few years has declined. Because Division III athletics naturally place more importance on the impact of student-athletes’ participation rather than on spectators’ perspectives, a majority of Division III schools are struggling with surprisingly low attendance at athletic events. However, if athletics put effort into providing desired experiences, spectators recall those events’ distinctiveness, and that influences their future behavioral intentions toward attending athletic events.

The determinants for designing the experience of collegiate sporting events were conceptualized based on sportscape (i.e., environmental stimuli) and relational elements (i.e., spectators’ social interaction). Sportscape assesses spectators’ perceptions of and satisfaction with sport facilities, including facility accessibility, aesthetics, scoreboard, seating comfort, layout accessibility, space allocation, and signage (Wakefield, Blodgett, & Sloan, 1996). The more engaged customers are by touchpoint experiences, the better the outcomes (e.g., sales profits or customer loyalty) for both the customers and service providers (Zomerdijk & Voss, 2010). On the other hand, relational contexts as humanistic clues refer to spectators’ social interactions at a sporting event. Underlining the importance of the interaction between spectators and the service provider, as well as among spectators, is the fact that organizations cannot control experiences. Hence, three hypotheses were derived as the following:

H1 & H2: Sportscape (i.e., physical settings; H1) / relational contexts (H2) have a direct and positive association with an individual’s level of sport event distinctiveness.

H3: An individual’s level of sport event distinctiveness has a direct and positive association with spectators’ behavioral intentions (i.e. WOM, revisit intention, and intent to stay).

A multivariate questionnaire was distributed to attendees of collegiate athletic events at two NCAA Division III schools during spring semester 2019 (N = 234). The measured items in the research model were developed based on existing literature. The CFA results provided good fit to the model ($\chi^2$(df)=755.20(420), $\chi^2$/df=1.80, p<.01; RMSEA=.059; SRMR=.049; CFI=.95; TLI=.94). The fit of the structural model was acceptable. The results of SEM indicated that relational contexts positively influence event distinctiveness ($\beta = .77$), which in turn significantly influences spectators’ behavioral intentions, supporting H2 and H3. A bootstrapping analysis was employed to test a mediation effect. In particular, full mediation effect of relational context was found in the relationship that exists between sportscape factors and event distinctiveness ($\beta = .64^{**}$, 95% BC CI = [.35, 1.51]).

Overall, this study augments prior research by considering the role that relational context has in increasing the predictive validity of sportscape on explaining spectators’ perception of event distinctiveness and their behavioral intentions. The large explanatory power combined with the significant indirect effects supports theorizing that physical settings with relational contexts are a mechanism that has the capacity to enhance event distinctiveness ($R^2 = 60\%$) and directly influence spectators’ future behavioral intentions.
Sport Spectatorship and Population Health: A Case of Japanese Professional Golf Tournament

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Jerred Junqi Wang, University of West Georgia
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Marketing - Service Quality (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Population Health/Civic Engagement
Abstract 2020-189

It has been well-argued that professional sport or mega sport events could serve as a catalyst for sport participation behaviors through direct and indirect trickle-down effects (Misener, Taks, Chalip, & Green, 2015; Potwarka & Leatherdale, 2016; Weed et al., 2015). However, there is limited research exploring the impact of spectator services during sport events on personal and collective well-being (Inoue et al., 2015). Elaborating on the social-ecological model (Sallis et al., 1998) and the concept of market demand (Zhang et al., 2003), this study attempted to fill the gap in the literature by measuring core product (player attraction, event attractiveness, and course characteristics) and peripheral spectator services (event services, event information, event amenity, and parking and transportation) of a professional golf tournament hosted in Japan and examining how these services factors would influence spectators’ length of stay at a golf event, physical activity as measured by step counts, self-rated health, and life satisfaction.

An on-site survey was conducted at the 2018 Bridgestone Open golf tour tournament in Japan (N = 306). To assess the impact of spectator services, we employed structural equation modeling (SEM) to analyze the data. Results showed that core product services positively correlated with spectator’s length of stay, step counts, and life satisfaction, while peripheral services negatively correlated with step counts at the tournament. Moreover, we found that step counts positively associated with self-rated health, which further positively linked to life satisfaction. Overall, the structural model explained 16% of the length of stay, 17% of step counts, 12% of self-rated health, and 31% of life satisfaction.

The current research sought to make two major contributions to the literature. First, this study provided new evidence for the health benefits accrued from golf spectatorship by clarifying and adding new knowledge to previous research on how sport could be managed and marketed to provide health-related benefits (Inoue et al., 2017; Murray et al., 2019). Second, given growing interest in understanding the influence of people’s interactions with physical and sociocultural surroundings on health-related behaviors, as well as inconclusive evidence regarding how tournament services could enhance spectators’ physical activity and subjective well-being (Inoue et al., 2017; Sato et al., 2016, 2019), this study made an initial effort to identify the social and physical environmental elements through which health-related behaviors occurred in golf spectatorship.

Managerially, golf sets itself up as a rare form of sport where spectators generally remain on the move to follow star players around the course or see the intricacies of a course’s different holes. Event organizers and promoters can leverage the core product services while encouraging healthier habits among their spectators who may not be aware of the associated health benefits and how a physically active lifestyle can lead to higher levels of satisfaction in life.
Superstition, Voodoo Dolls, and Sport Fandom: Investigating Fan Behavior and Willingness to Display Aggression toward Rival Teams

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Daniel Wann, Murray State University
Frederick Grieve, Western Kentucky University
Rhema Fuller, The University of Memphis

Marketing - Consumer Behavior (Other)
Poster
Abstract 2020-190

Sport places teams, participants, and fans in situations in which they directly compete with other groups (e.g., opposing teams). Because group membership plays an important role in a person's life (Tajfel, 1981), a fan sometimes takes extreme measures to help their favorite teams and in-groups, such as superstitions and out-group derogation. For example, a fan may choose to perform a same task or wear the same clothing because they believe their actions will help their favorite team. Additionally, when group members are confronted with an opponent, they typically will find ways to ensure their group is compared favorably to the out-group (Turner, 1982). Sometimes in the pursuit of seeking positive group comparison, fans choose to derogate and show other forms of negativity toward fans of rival teams. Past research also suggests that a portion of fans are willing to consider committing anonymous acts of aggression or violence toward participants and supporters of rival teams (see Havard, 2019; Wann & Waddill, 2013).

The current study seeks to further investigate the likelihood of someone to display aggressive behavior toward a rival team and its supporters by using a task-oriented experiment. In particular, the current study will utilize the voodoo doll task (VDT) to examine the likelihood of fans to display aggressive behavior toward a rival group (DeWall et al., 2013). In other words, we will observe fan tendency to display aggression toward a doll they are told represents a rival participant or rival fan. In this way, the VDT will allow us to monitor fan tendency rather than self-reported likelihood of displaying aggression.

Method

Participants will be recruited from university psychology and sport management classes. They will first complete a quantitative instrument that will measure their identity with their favorite team (SSIS-R James, Delia, & Wann, 2019), level of superstition (Superstition Questionnaire SQ: Wilson et al., 2013), level of fan dysfunction (Dysfunctional Fan Scale DFS: Wakefield & Wann, 2006), and their existing perceptions and likely behaviors toward their rival team (Sport Rivalry Fan Perception Scale SRFPS: Havard, Gray, Gould, Sharp, & Schaffer, 2013; Glory Out of Reflected Failure GORF: Havard & Hutchinson, 2017; Schadenfreude: Dalakas & Levin, 2005). Participants will then be instructed that their actions to a doll will represent their anonymous actions toward a rival participant (which will help their favorite team competitively) or a rival fan (which will not help their team competitively). Tendencies of displaying aggression will be analyzed by identification, superstition, dysfunction, and rival perceptions and behaviors.

Discussion

Discussion will focus on the theoretical and practical implications of the findings. Special attention will be paid to finding and potential solutions practitioners can use to help ensure repeat consumption while alleviating negative behavior among fans that could damage a sport brand.
Despite the vast team identification literature, nearly all inquiries have focused on men’s sport. Recognizing social identities are context-dependent as well as known disparities between men’s and women’s sport, the purpose of the current study was to understand the experiences of individuals who identify with a women’s sport team, and how they explain the psychological meaning of the identity.

Team identification (Lock & Heere, 2017) is guided by the social identity approach (Turner et al., 1987). Individuals realize positive social identity via favorable group comparisons. Groups vary in status, and in instances where a group is perceived as low-status, individuals may make the ingroup positive through various means (Hornsey, 2008). As mentioned, nearly all team identification studies have focused on men’s sport, with only a handful on women’s sport (Fink et al., 2002; Heere & Newland, 2013; Lee et al., 2017; Madrigal, 1995; Schramm & Knoll, 2017). The findings of these studies align with team identification knowledge in men’s sport, including the effect of team identification on consumer thoughts and behaviors and the influence of other identities. Researchers have found motives to consume women’s sport may differ from men’s sport (Funk et al., 2002), yet our understanding of how this impacts the psychological meaning (Fournier, 1991) of the team is minimal. This is particularly concerning since men’s and women’s sport differ historically, socially, and economically (Berri, 2018; Cooky & Messner, 2018).

An interpretive approach was used in the current study (Markula & Silk, 2011). Using an instrumental case study design (Stake, 2003), the research focused on identified fans of the Women’s National Basketball Association (WNBA) Minnesota Lynx, one of the most successful teams in the league’s history (Megdal, 2018). Individuals were recruited to participate in an interview via the Lynx and were representative of the team’s fanbase. McCracken’s (1988) long interview was used, allowing for unstructured and semi-structured conversation. Interviews averaged 75 minutes and were conducted until data saturation was met (Smith & Sparkes, 2016), resulting in 17 participants. Analysis began while conducting interviews and continued through post-transcription. Transcripts were analyzed in two phases—first inductively, then deductively—allowing for data-driven findings and recognition of existing theory (Braun et al., 2016). A relativist approach was used to evaluate the research (Burke, 2016).

Two unique elements of psychological meaning were found: the opportunity to enact social change (gender equality) and the purity of the team. These components jointly contribute to a relatively unique team identity while also revealing a paradox, in that realizing social change might compromise the perceived purity of the team. These findings have implications concerning the ability of teams to represent politicized identities, and highlight the potential for scholars to examine team identities to understand power relations between groups, and/or among inferior groups. The findings also illustrate how individuals may need to shed status-irrelevant aspects of the identity’s psychological meaning in seeking to lift the status of an identity. In the presentation, in-depth discussion of findings (including verbatim quotes) and theoretical and practical implications will be provided.
The Effect of Background Music in Sports Advertisements on Emotional Arousal, Attention, and Purchase Intention

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Marketing - Consumer Behavior (Other)
20-minute oral presentation (including questions)
Virtual asynchronous
Session: Consumer Behavior/Emotion II

Because of its emotional appeal, background music can be highly influential in sports advertisements (vs. general advertisements) as blending dynamic sports images and rhythmical music can create synergetic effects in forming positive brand images (McLeod, 2016). However, there is a lack of theoretical explanation regarding the psychological and physiological reactions to experiencing music in sports advertisements and the consequences of such experience.

In media and communication studies, the relationship between background music and viewers’ responses and related theories has gained much scholarly attention. For instance, arousal theory is used to explain the positive relationship between media background music and viewers’ arousal and attention (Fox & Embrey, 1972). A large body of research is established, as researchers scrutinized the roles of arousal and attention in consumer information processing and as a predictor of advertising effects (e.g., Morris & Boone, 1998; Sanbonmatsu & Kardes, 1988).

Based on arousal theory, we examined the differences in consumer’s arousal, attention, and purchase intention according to the presence or absence of background music in sports advertisements. Specifically, the purpose of this study was to analyze the relations between arousal, attention, and purchase intention through an information processing model (IPM) explaining how consumers develop new beliefs, attitudes, and future behavioral decisions. We assert that academics and practitioners can gain deeper understandings and insights for better consumer experience by dissecting the causal effects using IPM.

Towards these ends, a total of 54 respondents participated in the study. Two running shoe advertisements were selected for this study. The first advertisement only featured narrations, while both narrations and background music were included in the second advertisement. A quantitative electroencephalogram (qEEG) was employed to measure the level of arousal, and questionnaires were used to measure attention and purchase intention. A multivariate analysis of covariance (MANCOVA) and a partial least squares structural equation modeling was performed for data analyses.

Mean differences between groups indicated that experimental group exposed to background music (vs. non-exposure group) had a significant difference in arousal (F = 25.868, p < .001), attention (F = 5.792, p = .020), and purchase intention (F = 4.159, p = .047). The results of path analysis indicated that arousal induced by watching sports advertisements has a positive impact on attention (β = .420; p < .001), and attention in watching sports has a positive impact on purchase intention (β = .523; p < .001).

In this study, we integrated a vast and disparate literature to investigate the overlooked effects of arousal and attention in sport advertisement studies. The results of this study contributes to sport marketing literature as we implemented scientific methods to apply and examine arousal theory and IPM in the context of sport advertising. Association among EEG and psychometric scales indicated significant effects. These results also suggest practical implications for effective sports advertising strategies. Practitioners should consider background music as a critical determinant for successful sports advertising based on its moderate effect sizes on gaining attention and purchase intentions.
The Effect of Directional Dominance in the Concurrent Environment of Multiple-Endorser and Multiple-Brand Endorsement

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June Won, Bowling Green State University

Marketing - Sponsorship (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sponsorship II
Abstract 2020-193

Significance of the Study

With increasing corporate investment in sponsorship/endorsement and the use of sponsorship/endorsement as a versatile marketing and branding method, the concurrent presentation of multiple sponsors sponsoring multiple athletes/endorsers, sport teams, leagues, and/or sporting events has become increasingly prevalent (Cobbs, Groza, & Rich, 2015; Smith, 2014). Despite the omnipresence of multiple-brand and multiple-endorser sponsorships/endorsements in the market, existing research has primarily examined the effectiveness of a single endorser who endorses a single brand (Mowen & Brown, 1981), a single endorser who endorses multiple brands (Rice, Kelting, & Luts, 2011), or a single brand endorsed by multiple endorsers. In the sports sponsorship/endorsement context, sponsor–event congruence (Chien, Cornwell, & Pappu, 2011; Groza, Cobbs, & Schaefers, 2012), the fit between an endorser and endorsed brand (Till & Busler, 200), and endorser characteristics (Tripp, Jensen, & Carlson, 1994) in relation to sponsorship/endorsement effectiveness (Chang & Ko, 2016) have predominantly been investigated. However, thus far none of these research streams has provided evidence to indicate how the pre-existing salient dominance between an endorser and endorsed brands (i.e., asymmetric directional dominance) affects consumers’ perception and evaluation of an existing or a newly endorsed brand in the context of concurrence of multiple-brand and multiple-endorser endorsement.

Purpose

Thus, based on associational network theory (Collins & Loftus, 1975), the purposes of the current study were to examine (1) the directional dominance between endorser and endorsed brand influence on consumers’ brand confusion over a newly endorsed brand; (2) whether the interaction between directional dominance and brand confusion results in a negative brand evaluation; and (3) purchase intention toward a newly endorsed brand in the context of multiple brand and multiple endorser endorsement.

Method

The research is a 3 (directional dominance: symmetric dominance vs. asymmetric dominance with an existing endorsed brand vs. asymmetric dominance with a newly endorsed brand) x 2 (brand confusion: confusion vs. no confusion) between-subject factorial design. The real case of TaylorMade endorsement was used. A total of 194 golf consumers who were aware of the golf brand and athlete endorser were purposively recruited via Amazon MTurk (male–female ratio: 7:3; age 19–39: 79.9%; Caucasian: 74.2%; handicap: 20.39). A two-way Analysis of Covariance (ANCOVA) was performed to examine the research hypotheses using SPSS 25.

Results

The results indicated that (1) the directional dominance influenced consumers’ brand confusion (F(2,768)=3.79, p=.023, partial eta2=.10) and (2) directional dominance interacted with brand confusion on brand evaluation (F(2,765)=4.50, p=.011, partial eta2=.12) and (3) on purchase intention toward a newly endorsed brand (F(2,765)=6.81, p<.001, partial eta2=.18) while controlling for elaboration.

Discussion and Implications

The study was one of the first attempts to examine consumers’ actual evaluation and track the mechanisms beyond either the multiple-brand or multiple-endorser endorsement environment in order to broaden our understanding of how symmetric directional dominance significantly influences consumers’ brand identification, brand evaluation, and future purchase behavior. The results suggested that practitioners should be cautious when adding multiple
endorsers who have strong pre-existing dominance with previously endorsed brands; in addition, multiple endorsement efforts must be part of a longer-term plan.
The Effect of Immersion and the Enthusiasm from Watching eSports on Viewers’ Satisfaction and Behavior

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Min-Jun Kim, Kyung Hee University
Jung-Jin Park, Kyung Hee University
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Marketing - Consumer Behavior (Professional Sport)  
virtual asynchronous
Poster
Abstract 2020-194  
Session: Poster Session III

The debate whether e-sports is actually “sports” seems to have concluded when e-Sports was officially played at the 2018 Jakarta Palembang Asian Games(Ko, 2018). As e-sports became globally enjoyed form of leisure, Korea, where the terminology and professional leagues of e-sports all started, is leading the trend within the industry(Lee, 2007). In Korea, more than 45% of the population is participating in e-sports in which 75% of them are following professional e-sports league(KCCA, 2018). These e-sports fans are not only watching games through media, but also the rate of personally attending games at major e-sports stadiums located in Seoul is in rapid increase. In such trend, the e-sports industry itself is one of the fastest growing entertainment industry in Korea, including the increase of broadcasts, ticket sales, and player salaries. Despite the growth of the industry and the change of perception towards e-sports from “just a game” to “cultural trend”, there are much to be desired when it comes to providing academical studies in related topics(Son, Lee & Kim, 2007). Therefore, this study examined the effects of immersion and enthusiasm from watching e-sports on viewers’ satisfaction and behavioral intention to provide implications for future e-sports industry management.

This study distributed 372 questionnaires to fans who have watched e-sports game in Gyeonggi-do Korea, of which 332 samples were used for data analysis. Measuring items developed by Scanlan & Simon(1993), Vallerand & Houffort(2003), Philippe et al.(2009), Whang(2008), Joe(2002) were adopted and refined accordingly to measure immersion and enthusiasm level of viewers, followed by their satisfaction and behavior. Using the SPSS 18.0 program, this study conducted frequency analysis, exploratory factor analysis, reliability analysis, correlation analysis and multiple regression analysis and found the following results.

First, the cognitive immersion($\beta=.255$, $p<.001$) and behavioral immersion($\beta=.054$, $p<.001$) factors from watching e-sports positively influenced the viewers’ satisfaction level. Second, the cognitive immersion($\beta=.352$, $p<.001$) and behavioral immersion($\beta=.336$, $p<.001$) factors from watching e-sports positively influenced the subjects’ intention for re-watching the games. Third, behavioral immersion($\beta=.552$, $p<.001$) positively influenced the subjects’ recommendation intention. Fourth, the harmony enthusiasm($\beta=.700$, $p<.001$) factor of viewers’ enthusiasm positively influenced the subjects’ satisfaction. Fifth, the harmony enthusiasm($\beta=.760$, $p<.001$) positively influenced and compulsion enthusiasm($\beta=-.168$, $p<.01$) factor negatively influenced the viewers’ intention of re-watching. Lastly, harmony enthusiasm($\beta=.522$, $p<.001$) and compulsion enthusiasm($\beta=.136$, $p<.05$) positively influenced recommendation intention.

In conclusion, as e-sports fans obtain immersion and enthusiasm from watching the games in which these factors affect their satisfaction and behaviors towards e-sports, it is implicated that strategical measures should be made that aims to maximize the immersion and enthusiasm the viewers feel from watching the games in order to accelerate growth of the industry in general.
The Impact of Participation in a Corporate Social Responsibility Program: Examining Fans’ Attitudes and Behaviour

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Dawn Gill, Western University
Wendy Blunt, Western University
Robert Petrella, Western University

Sport organizations are increasingly engaging in social initiatives as a means of displaying their corporate social responsibility (CSR). Research examining the organizational benefits of engaging in CSR has found it can positively impact fans’ assessment of corporate reputation, patronage intentions (Walker & Kent, 2009), and customer loyalty (Bhattacharya & Sen, 2003). However, certain factors can mediate these outcomes including fans’ team identification, cognitive awareness of efforts, and general attitudes towards CSR (Walker & Heere, 2011; Walker & Kent, 2009). A limitation of prior research is that consumers are often asked about their attitude and behaviour intentions after reading a hypothetical scenario, which may be a poor indicator of actual consumer perceptions and limit predictive validity (Diamond & Hausman, 1994; Walker & Heere, 2011; Whitehead, 2005). Other studies have been cross-sectional in nature and there is a dearth of longitudinal research that has examined how direct participation in a CSR program implemented in sport can affect fans’ attitudes and behaviour. Therefore, the purpose of this study was to examine the impact of participating in a CSR program on fans’ attitudes and behaviour. This was achieved through a mixed-method longitudinal experimental design whereby quantitative data provided insights into fans’ attitudes and behaviour and qualitative data provided site-specific context.

Fans (N = 498) of local Canadian Hockey League teams (n=15) and an American Hockey League team (n=1) were recruited to participate in a 12-week healthy lifestyle and weight-loss program (Hockey FIT) offered in partnership between the hockey organizations, local fitness facilities, and the educational institution engaged in the current research project. Participants completed an online survey at baseline consisting of previously validated instruments, which have been found to have good construct reliability. Participants answered questions about their cognitive awareness of the team’s CSR, affective evaluation, behavioural intentions (Cronin, Brady & Hult, 2000; Walker & Heere, 2011), attendance and satisfaction (Laverie & Arnett, 2000; Oliver, 1980), team identification (Wann & Branscombe, 1993), as well as their continued loyalty, attendance intentions, merchandise consumption (and intentions), and media consumption (Fink, Train & Anderson, 2002). Teams were then randomly assigned to either the intervention (n=8) or control (n=10) group. Teams in the intervention group began Hockey FIT right away, while the control group received the program after a 12 month delay. Following the conclusion of the program for the intervention group (i.e., at 12 weeks), both groups were invited to complete the survey again. Participants in the intervention group were also invited to complete another survey asking them about their experience in the program.

Quantitative analyses will include a test of the structure of the subscales in the context of this study, as well as descriptive and multivariate analyses to examine the differences between groups. The qualitative content analysis will provide site-specific context for these findings. This research addresses the call for longitudinal, experimental research that examines how participation in a CSR program can affect sport fans’ attitudes and behaviour. The practical implications are relevant for sport managers responsible for justifying current and future social programs.
Rebranding is defined as “the practice of building a new name representative of a differentiated position in the mindset of stakeholders and a distinctive identity from competitors” (Muzellec, Doogan, & Lambkin, 2003, p. 32). Rebranding can consist of changes to one or more brand elements (Muzellec & Lambkin, 2006). If the changes are only minor improvements to the brand (i.e., logo, slogan, imagery), they are known as evolutionary branding, whereas major changes (i.e., new name, core business philosophies) are known as revolutionary rebranding (Daly & Moloney, 2005; Muzellec & Lambkin, 2006).

Previous research in Minor League Baseball context has shown that successful rebranding strategies can result in increased attendance and merchandise sales, which we can likely attribute to increased interest and excitement in the local community (Wachter, 2010). Additionally, rebranding can result in generating new advertising and sponsorship opportunities (Dwyer, Le Crom, Tomasini, & Smith, 2011; Wachter, 2010). Conversely, rebranding might bring considerable, potential risks because it takes a while to build a strong fan base (Keller, 2002). However, previous academic efforts to examine rebranding outcomes of professional sport franchises heavily weighted on investigating short-term financial outcomes, not fan-brand relationship. To fill this gap in the literature, the purpose of this study is to explore the impact of evolutionary rebranding (minor improvement to the brand, such as changing logos or slogans) and revolutionary rebranding (major changes such as new names or core business philosophies).

Hypothesis 1: Evolutionary rebranding would lead to higher consumer-brand quality than revolutionary rebranding.

Hypothesis 2: Revolutionary rebranding would lead to higher willingness to pay for team merchandise than evolutionary rebranding.

Hypothesis 3: Level of team identification would moderate the effect of rebranding on consumer-brand quality and willingness to pay.

To test the three hypotheses, a two by two (level of novelty of rebranding: evolutionary vs. revolutionary x level of team identification: high vs. low) between-subjects experimental design will be employed in the context of Korean professional baseball league to test the three hypotheses. A pretest has been conducted on four fictitious news articles (i.e., two levels of rebranding novelty by two team brands) that included images to serve as stimuli in the experiment for a manipulation check. For the main study, participants will be recruited on sports blogs, fan sites, and social media pages that Korean baseball fans frequently visit to follow sports-related news, aiming to recruit 120 participants (30 participants per condition).

This proposed study will have following contributions: (a) academically, this study helps augment and extend the existing team rebranding literature by focusing on its effects on consumers’ psychological and behavioral responses; (b) practically, the study results identifying consumer response to rebranding strategies will serve practices guides that inform sport marketers of professional baseball teams’ development of long-term strategic marketing plans that better create and maintain relationships between themselves and their fans. Results as well as additional practical and theoretical implications of the findings will be addressed.
The Paralympics is one of the major multi-sport events offered for athletes with disabilities (International Paralympic Committee, 2018). While the Paralympics has continuously grown in popularity and attracts a significant number of spectators, visitors, and media worldwide, the disability sport spectatorship research has largely been marginalized in the sport management literature, particularly on disability mega-sport events (Ekmekci et al., 2013). Previous studies have addressed disability sport spectator motivation, but mainly focused on single-sport events (Byon et al. 2010; Byon et al. 2011; Cottingham et al. 2012).

Motivation and attitude are regarded as the most salient variables that affect sport spectator consumption behaviors (Funk & James, 2001; Trail et al., 2003). Particularly, consumer awareness that a sport event can satisfy their needs can lead to the development of a positive attitude toward that event, which eventually influences spectator behavior (Filo et al., 2009). As spectators have different motivations, fulfilling their needs and helping them develop positive attitude can increase future attendance. Accordingly, this study assessed the relationships among spectator motivation, attitude, and revisit intention in the context of disability mega-sport events.

A convenience sampling method was used to collect the data during the 2018 PyeongChang Winter Paralympics, yielding 350 samples. The survey included 22 items from the Motivation Scale for Disability Sport Consumption (Cottingham et al., 2014) with seven dimensions (inspiration, supercrip, physical skill [PS], acquisition of knowledge [AK], escape, social interaction [SI], and physical attractiveness [PA]), three items measuring attitude (Eddosary et al., 2015), and three items on revisit intention (Brown et al., 2016), using a 5-point Likert scale. Confirmatory factor analysis (CFA) was employed to evaluate the measurement model, and structural equation modeling analysis was followed to test the proposed framework. A bootstrapping procedure with 5,000 samples with 90 percent confidence intervals was employed to assess the mediating effect of attitude.

Initial CFA with 28 items showed an acceptable fit; however, one item had a low factor loading of .29. The second CFA with 27 items was also satisfactory (χ²/df = 2.01, CFI = .92, RMSEA = .054, SRMR = .046). Reliability and validity estimates fell within acceptable ranges. The fit indices for the structural model indicated a good fit (χ²/df = 2.03, CFI = .92, RMSEA = .054, SRMR = .053). Path coefficients showed that inspiration (γ = .15), supercrip (γ = .20), PS (γ = .18), and SI (γ = .17) positively influenced attitude, and attitude positively impacted spectator revisit intention (γ = .17). Attitude fully mediated the relationships between inspiration and revisit intention and SI and revisit intention, and partially mediated the supercrip-revisit intention and the PS-revisit intention relationships.

While the results align with previous research, a mediating effect of attitude was identified. Disability sport marketers should develop new strategies to shape positive attitudes of spectators by meeting their interests. The results also suggest that future research should consider the unique characteristics of Paralympics and other factors, since these motivations were statistically significant, yet not strong, implying the possibility of other intervening variables.
The Influence of Social Network Structure on Sport Participation and Consumption: A Case of Chinese Amateur Tennis Club

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Thomas Baker (Advisor), University of Georgia
Matthew Katz (Advisor), University of Massachusetts Amherst

Marketing - Consumer Behavior (Amateur Sport) 10-minute lightning talk (including questions) virtual asynchronous
Abstract 2020-198 Session: Consumer Behavior I

Social network analysis is a rapidly growing area of research and has been increasingly adopted to help understand and explain human behaviors across disciplines (e.g., Mertens, Charles, & Mergler, 2012; Webster & Morrison, 2004). In the sport brand community context, research has suggested that characteristics (i.e., size and strength) of sports consumers’ social networks are critical predictors of their consumption behaviors (Katz, Baker, & Du, 2019; Katz & Heere, 2015; Katz, Ward, & Heere, 2018; Yoshida, 2017). Yet, there exists a gap in the research on social networks in sport communities concerning examinations into the impact of social network traits on sport participation and sporting goods purchase. Understanding sports consumers’ social networks is of particular relevance as sports brands expand into new and international markets. It is specially the case when western brands move into Asian markets where social norms are rooted in collectivism (Yoshida, Heere, & Gordon, 2015).

In this study, we endeavor to gain a better understanding of how people’s networks affect sports consumption and participation in a Chinese amateur tennis club (N = 21). This club served mainly as the social hub for tennis practices and competitions. Specifically, the current study attempts to investigate the instrumental and expressive relationships (Ibarra, 1992) and their influence on club members’ behaviors. Using a network design, club members will be surveyed regarding their ties in the network (e.g., who they know, who they interact with other members), community involvement, sports participation (frequency, intensity, and duration), and sports consumption (game attendance, media consumption, and sporting goods purchase). Data will be analyzed using UCINET (Borgatti, Everett, & Freeman, 2014), and then exported to the Netdraw software (Borgatti, 2002) to visualize the structure of the club’s interaction network. The test of network centrality, betweenness, and transitivity will be conducted to calculate the values of the network attributes (Akhtar, & Ahamad, 2018). Moreover, we will employ Girvan–Newman algorithm (Girvan & Newman, 2002) to determine the impact of the club’s community structure embeddedness on members’ behaviors.

The present study is one of the preliminary attempts to decipher the relationships among social networks, sports participation, and sports consumption through the lens of a community network. Previous researchers have examined how networks influence sport consumption (Katz, Baker, & Du, 2019; Katz et al., 2018, Katz, & Heere, 2013, 2015), but not sport participation. Given the intersection of participating and watching sport in the sport communities, introducing sport participating adds to our understanding of sporting communities and sport networks. Findings resulted from this study will help inform both scholars and practitioners regarding the role community structure plays in a Chinese amateur sports club. Due to the pronounced differences in consumer culture, preference, and behavior, sports brands must have an appropriate understanding of local consumers and their social networks or they risk the misplacement of limited marketing resources.
The Mediating Role of Social Media Influencers in the Development of Awareness, Engagement, and Purchase Intention Towards Professional Sports

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Marketing - Consumer Behavior (Professional Sport)  
Poster  
Abstract 2020-199  
virtual asynchronous  
Session: Poster Session II

Social media influencers play significant roles in their respective fields affecting the behaviors of consumers in the industry. Eric Lam, founder and CEO of an influencer marketing platform AspireIQ, commented that “influencer marketing is an effective strategy to increase brand awareness, sales, and brand affinity for businesses across the board” and “influencer marketing speaks to consumers in an authentic, personalized way” (Clementi, October 3, 2019). A recent report revealed that marketers are willing to raise budgets related to influencers (Nicholson, 2019). In the field of sports, former/current athletes, commentators, and other personnel in the industry are emerging as social media influencers.

A high level of sport involvement is intimately linked with consumer behaviors. Funk and James’s (2001) psychological continuum model explains how sport consumers psychological connection with sports or sport teams is developed. Ko, Kim, Claussen, and Kim (2008) evidenced that when consumers maintain a high level of sport involvement, such engagement will influence sponsor awareness, corporate image, and purchase intention. Hence, exposure to influencers’ content can enhance and reinforce audiences’ sport involvement as social influencers are involved in sport fans’ psychological connections to sport entities as third party media. From this point of view, social media influencers can play a mediating role in the development of cognitive and behavioral involvement.

Despite the rise of social media as a research topic, few researchers have attempted to address the relationship between influencers and professional sports. In the case of sport organizations, social media is an effective method to communicate and retain customers (Abeza, O’Reilly, & Reid, 2013; Witkemper, Lim, & Waldburger, 2012). Pegoraro and Jinnah (2012) investigated how professional athletes’ use of social media not only builds a personal brand but also develops sponsorship opportunities. Again, the impact of influencers was not scrutinized. Hence, the purpose of the present paper is to establish a model elucidating the role of influencers in professional sports consumption.

Using the influencer credibility factors (i.e., expertise, trustworthiness, attractiveness, and similarity) from the Social Media Influencer Value (SMIV) model (Lou & Yuan, 2019), we propose the Sport-SMIV (S-SMIV) model. In this model, we add and highlight the role of authenticity. Authenticity is not only a critical point for building effective relationships in influencer marketing (Glucksman, 2017; Woods, 2016) but also the most valuable factor as modern customers’ demand for ‘truth’ is staggering within the era of false information and exaggeration (Gilmore & Pine, 2007; Kim, 2018).

The S-SMIV model explains how appraisal of social media influencers mediates the relations between sport involvement and sport consumers’ awareness, engagement, and purchase intention towards professional sports. Furthermore, the concept of authenticity is included in the S-SMIV model, which adds to the existing literature. We will discuss the theoretical and practical implications of the model by scrutinizing the role and factors of social media influencers.
The Moderating Role of Technology Perceptions on the Relationship Between Sports Gambling Perceptions and Sports Gambling Behaviors

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Joris Drayer, Temple University
Brandon Brown, New York University

Marketing - Consumer Behavior (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Gambling
Abstract 2020-200

Sports gambling has significant potential as a revenue driver for sport properties (Dwyer & Weiner, 2018). As a newly popular genre of sport gambling, Daily Fantasy Sports (DFS) has been a popular domain for gambling research due to its low-commitment, quick payout structure (Dwyer & Weiner, 2018). This work highlighted the antecedents of DFS participation, many of which were similar to those of sports gambling. Examples include impulsivity (Dwyer, Drayer, & Shapiro, 2019a), extrinsic motivation (Drayer, Dwyer, & Shapiro, 2019), intensity, competitiveness, locus of control, risk preference (Dwyer, Drayer, & Shapiro, 2019b), team identification, and viewership (Karg & McDonald, 2011).

However, this work has not explored how technology influences these relationships. Technology has enabled alternate modes of sport consumption and has been instrumental for the enrichment of fandom (Kim & Ko, 2019). Thus, scholarship in sport gambling would benefit from understanding how gamblers’ relationship with technology affects their gambling behavior.

The Technology Acceptance Model (TAM) attempts to explain people’s intention to adopt a new technology (Davis et al., 1989). It is built on the theory of reasoned action (TRA), which states that one’s attitude regarding a behavior influences their intention to carry out that behavior, which is deterministic of actual behavior. Thus, it is posited that:

H1: Perceptions of sport gambling will positively influence sport gambling behavior

Technology has altered the way consumers interact with sectors including online retail (Vijayasarathy, 2004), banking (Akturan & Tezcan, 2012), and many others. Thus, the analysis posits that perceptions of technology can modify the relationship in H1. To assess this, three technology perceptions are utilized: (1) importance of technology to sport consumption (Importance), (2) positive feelings about technology’s role in society (Positivity), and (3) anxiety in the absence of technology (Dependence). Thus, H2 is provided below:

H2: The relationship described in H1 will be positively moderated by Importance (H2a), Positivity (H2b), and Dependence (H2c)

The analysis utilized a sample of 4,132 mobile sport application users, who were asked demographic, psychometric, and behavioral variables. The binary outcome was a single item asking whether the respondent currently places wagers on game outcomes. The independent variable was measured using a seven-item scale of sport gambling perceptions adapted from Voss et al (2011). The moderators were each three-item scales adapted from Rosen et al. (2013). Following prior work, the model included several demographic control variables.

Initial findings from the logistic regression reveal support for H1 - gambling amenableness increased the likelihood of gambling behavior (B = 1.33; z=27.19; p<.001). H2 was partially supported, as Dependance was the only moderator that generated a significant interaction (B=.124; z=3.43; p=.001). This finding is relevant because problem gamblers are typically impulsive (Dwyer et al., 2019), and technology provides a constant, easy-to-use access point to gambling behaviors. This finding can inform the discussion of problem gambling (Drayer et al., 2019), because Dependance may be an antecedent to problem gambling or an outcome of increased gambling behavior.

The presentation will discuss the implications for sport properties, who are incorporating gambling into their digital product portfolios.
The Role of Meaningfulness: When Suspense Overrides the Game Outcome Effects

Gyujik Han, University of Minnesota
Yonghwan Chang (Advisor), University of Minnesota

Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
Poster
Abstract 2020-201 Session: Poster Session III

Attempts were made to explore the effects of game outcomes on spectators’ perceived meaningfulness and subsequent consumption behavior in conjunction with game suspense. According to the disposition theory (Raney, 2004), victories of a spectators’ favored team help satisfy their needs for pleasure and enjoyment as well as strengthen perceived meaningfulness of their viewing experience. By contrast, losses evoke negative emotions, which in turn, lead to a negative effect on spectators’ perceived meaningfulness.

H1: Victories, compared to losses, positively influence spectators’ meaningfulness of their viewing experiences.

In entertainment activities, people appreciate suspense because it contributes to intensive emotional response. These intensive as well as ambivalent emotions are considered to be meaningful largely because it generates eustress (Raney, 2006). Spectators are likely to turn losses into meaningful experiences by reflecting the psychological benefits of their spectating experiences (i.e., eustress). Therefore, regardless of a game outcome, spectators would have a meaning of viewing experiences if they perceive a high level of suspense.

H2: Perceived suspense moderates the relationship between game outcomes and meaningfulness. That is, even the losses conditions positively influence spectators’ meaningfulness when they perceive high suspense.

Meaningful experience satisfies both audiences’ hedonic and non-hedonic needs (Oliver & Bartsch, 2010). In addition, meaningfulness has long-lasting impacts on one’s psychological and behavioral outcome (Vohs, Aaker, Catapano, 2019). Thus, if spectators perceived viewing experience as a meaningful one, they are likely to have enjoyment and satisfaction.

H3: Meaningfulness positively influences spectators’ satisfaction and enjoyment.

The experiment was a 2 (outcome: victory vs. loss) × 2 (suspense: high suspense [back-and-forth scoring situation] vs. low suspense [one-sided scoring situation]) design with a between-subject manipulation with the four different Major League Soccer games. While participants viewed randomly assigned soccer game for 10 minutes, they are repeatedly asked to indicate their level of perceived suspense in every 1 minute. After the game ends, participants are immediately asked to respond to a series of designed measures including meaningfulness (Steger, Frazier, Oishi, & Kaler, 2006), satisfaction (Yoshida & James, 2010), and enjoyment (Oliver & Bartsch, 2010). Generalized linear models along with ANOVAs will be employed.

We are currently collecting data and aiming at 200 participants. We affirm that the results will be presented at the conference. Theoretical and practical implications associated with the pleasure principles as well as the positive psychology movement will be discussed.
To Live a Better Life: A Sense of Community and Psychological Well-being in the USTA Community Tennis Programs

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James Du, Florida State University
Jeffrey James, Florida State University

Marketing - Other (Community Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Community

Abstract 2020-202

Physical inactivity is recognized as a global public health crisis (Janssen, Ruiter, & Waters, 2018). The delivery of experiences that increase physical activity levels is becoming a central component of promoting active living within communities (Funk, Beaton, & Pritchard, 2011). Population-based sport interventions represent a promising strategy to foster a sense of community that may produce positive health outcomes (Sato, Jordan & Funk, 2016). However, there have been few empirical investigations of the relationship between a sense of community shaped through participation in local sport programs and health-related outcomes.

Involvement in a local community sports league is distinct from other sport participation such as unorganized pick-up games. It has been argued that sport participation is linked to positive health outcomes, compared to exercise, because of the activity’s social nature (Berg et al., 2015). However, the evidence of psychological and social benefits of programmatic sport participation is mixed and fragmented (Webb et al., 2017). The purpose of the study was to investigate the role of community-based sports programs in eliciting psychological health outcomes while examining the mediating effect of social relationships from a social epidemiological perspective.

One hundred and fifty players from a USTA community tennis program were recruited. The USTA league participants were chosen because the organization oversees one of the largest local leagues in the United States based on segmentation by age and skill level. The invitation to participate was posted twice in newsletters published by the local coordinators in the Southeastern region of the United States. The instrumentation included five measures: sense of community (SCS) (Warner et al., 2013), depression (DEP) (Radloff, 1977), life satisfaction (LSAT) (Sato et al., 2016), social relationship (SOR) (Shaw et al., 2007), and demographic characteristics.

The results of confirmatory factor analysis (CFA) indicated adequate internal consistency and construct validity for the included latent variables. Multivariate structural equation modeling (SEM) with MPlus 7.5 was conducted to test the hypothesized nomological networks among SCS, SOR, and psychological well-being outcomes. The global fit indices provided evidence of good fit ($\chi^2=402.98$, CFI=0.92, TLI=0.90, RMSEA=.048, SRMR=.056). SCS (i.e., Administrative Consideration, Common Interest, Equity, Leadership Opportunities, Social Aspects, and Competition) combined with SOR (i.e., Social Embeddedness, Enacted Support, Provided Support, and Perceived Support) had significant positive effects on life satisfaction (LSAT) ($\beta_{SCS}=.33$, p<.001; $\beta_{SOR}=.28$, p<.001; R2=31.5%) and negative influences on depression (DEP) ($\beta_{SCS}=.17$, p<.01; $\beta_{SOR}=-.21$, p<.01; R2=12.4%).

Two significant indirect effects based on the Bias-corrected Bootstrapping results were also identified ($\beta_{SCS}\rightarrow SOR\rightarrow LSAT = .07$, p<.01; $\beta_{SCS}\rightarrow SOR\rightarrow DEP = -0.05$, p<.05), indicating that SOR represented a key pathway through which positive mental health outcomes were transmitted to the league participants. Theoretical and practical contributions will be discussed for generating a better understanding of organizational capacity in community sports, and identifying strategies to enhance the effectiveness of promoting health through these programs.
Although service providers do attempt in earnest to deliver excellent service, service failures inevitably occur in service encounters between the provider and customers, as service delivery may not always satisfy all customers’ expectations. It is of value to the service providers to acknowledge that service failures can and do occur, as this acknowledgement presents them with opportunities to recover from the failures (Smith et al., 1999). Although service failures are assumed to negatively affect customers’ satisfaction and consequent behaviors, service providers’ efforts to resolve the failures can prompt frustrated customers to become loyal customers (Mattila, 2001). With regard to the knowledge developed for customer behavior associated with fitness center industry, sport marketing scholars have focused primarily on service quality as the antecedents of customers’ satisfaction (e.g., Afthinos et al, 2005; Howat & Assaker, 2016; Theodorakis et al., 2014), while the service failures have yet to be fully understood.

Thus, it is important to identify the potential service failures that can occur within the fitness center context, as they can vary considerably according to customer demographics such as gender (McColl-Kennedy et al., 2003) and age (i.e., Zen Y vs. baby boomer; Kumar & Lim, 2008). These variables are particularly important as the number of female and mature customers have significantly increased in fitness industry (IHRSA, 2018).

To enhance our understanding of these segment with regard to service failures, the current study was designed to identify and classify service failures in the fitness center by age and gender. We collected data from 100 incumbent customers by asking the following questions: “What specific event led to dissatisfying service encounters from the customer’s point of view?” and “What did the contact employee do that caused your previous experience to be remembered with distaste? Using content analysis, we found multiple types of service failures occurred. Out of total service failures, neglecting to offer assistance (28%), rudeness (23%), ignorance (15%), confrontation (11%), and putting a shame (7%) frequently occurred. “Neglecting to offer assistance”, “rudeness”, and “putting a shame” occurred among all ages and genders. A logistic regression revealed that “ignorance” occurred more in older customers (age > 50) than younger customers (odds ratio: 4.22, $\chi^2 = 5.48, p = 0.027$). In the gender difference, “confrontation” occurred more among male customers than female customers (odds ratio: 4.11, $\chi^2 = 4.46, p = 0.047$).

The findings of the current study contribute to extant research in service failure. Specifically, the current study extended the literature by identifying gender and age differences in perception of service failures. In addition, the research provided a strong theoretical understanding of how and why such perceptual differences occur by age and gender, which can be added to the body of knowledge. Practically, recognizing possible service failures associated with target customers (e.g., older female, young male) may allow service providers to achieve increased customer satisfaction.
Understanding the Effects of Team- or Fan-generated Content and Communication on Fan Engagement and Relationship Quality

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Marketing - Other (Online Community)  
Poster  
Abstract 2020-204  
virtual asynchronous  
Session: Poster Session I

In the field of sport management, there are two major sources of content and communication in social media: teams (i.e., team-generated content or communication; TGC) and fans (i.e., fan-generated content or communication; FGC). In TGC platforms, only the social media manager can make postings on behalf of the team (Watanabe et al., 2015) and fans passively react/interact to it. In FGC platforms (e.g., Reddit), however, postings are generally created by fans as they actively initiate discussions and engage in sharing their feelings or game-day experiences (Geurin & Burch, 2017).

It is therefore imperative for sport marketers to effectively manage these two types of communication in order to facilitate dialogue between teams and fans, but little attention is paid to understanding the different roles and consequences of those communications. In this study, we propose a comprehensive theoretical framework by combining interdependence theory, social presence theory, and relationship quality (RQ) constructs. Specifically, we examine (1) the effects of the types of communication on RQ between teams and fans and (2) the mediation effect of fans' engagement through social media.

A large body of marketing research identifies RQ as a critical concept for evaluating customer loyalty and predicting consumer behavior (Kim et al., 2011). While the appraisal of TGC is based on the attributes of the team, appraisal of FGC builds social approval by the active fan community (McAlexander et al., 2002). Based on these different characteristics of TGC and FGC, we assert that the effects of content and communication on RQ will vary. Considering interdependence theory (Thibaut & Kelley, 1959), three interdependent factors (i.e., satisfaction level, investment size, and quality of alternatives; Rusbult et al., 2011) are integrated into our framework. RQ between teams and fans can be maintained or strengthened when (1) the generated content or communication meet the fans' level of satisfaction; (2) individual fans invest their time and money to engage with the social media accounts; and (3) the perceived quality of an alternative is weak compared to what they are currently engaged with (e.g., alternative accounts or teams).

In the causal chain of interdependent factors, fans' investment and engagement can be multidimensional. Consistent with social presence theory in mediated environments (Biocca et al., 2003), three types of engagement can affect fans' commitment and loyalty (Lim et al., 2015): (1) functional engagement (e.g., liking or hash-tagging), (2) emotional engagement (e.g., posting or expressing their feelings), and (3) communal engagement (e.g., sharing useful community information). Thus, the three types of engagement are suggested as mediators on the path from TGC and FGC to RQ.

This proposed framework contributes to the advancement in the current knowledge base of social media in sport management by illuminating the antecedents, consequences, and underlying mechanisms. In specific, causal paths are specified using the interdependent factors and types of engagements in mediated environments. It provides sport marketers with novel insights into the effective management based on two discrete types of communication in order to build and maintain a better relationship with their fans.
Understanding Viewers’ Interactivity and Intentions to Watch Thursday Night Football on Twitch: The Mediating Roles of Co-Creation Experience and Involvement

Tyreal Yizhou Qian, Louisiana State University
Yiran Su, University of Georgia
John Hulland, University of Georgia
Chad Seifried, Louisiana State University

Marketing - Consumer Behavior (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Fan Development

The development of technology has significantly shaped sports media consumption over the past several years (Filo, Lock, & Karg, 2015). Twitch, among various streaming platforms, has recently gained the favor of sports. Originally specialized for peer-to-peer live-streaming of video games, Twitch currently boasts over 1 million daily average concurrent viewership, surpassing MSNBC at 885,000 and CNN at 783,000 (Trowbridge, 2018).

The collaboration between the National Football League (NFL) and Twitch manifests the league’ effort to utilize new digital media as a market development tool, targeting Millennial and Gen Z consumers (i.e., those born from 1981-2012). As opposed to live TV and on-demand streaming services, the most defining features of Twitch are the presence of streamers who live-broadcast themselves playing video games on-screen while narrating the action, as well as the capacity to facilitate real-time interactions between viewers and between streamers and viewers. The Thursday Night Football (TNF) co-streaming campaign on Twitch features selected streamers adding commentary and chats allowing viewers to share real-time comments with both their peers and the streamers. This provides viewers the opportunity to co-create their watching experience and stay involved with the platform that facilitates the experience (Ramaswamy, 2011).

The current study examines the mediating roles of co-creation experience and involvement in the relationship between interactivity (viewer-to-streamer and viewer-to-viewer interactions) and viewers’ intentions to watch TNF co-streams on Twitch. Grounded in value co-creation knowledge that asserts that value co-creation is inherently interactional and collaborative (Prahalad & Ramaswamy, 2004; Ramaswamy, 2011), we argue that interactivity will enhance co-creation experience. Moreover, given that social interaction is a vital source of hedonic, personal integrative, and social integrative benefits in online environments (Nambisan & Baron, 2007), we further propose that interactivity will positively associate with their involvement with Twitch, as it is instrumental to the fulfillment of three desired facets, namely, pleasure, centrality, and sign (Beaton et al., 2011; Nambisan & Baron, 2007; Prahalad & Ramaswamy, 2004). Lastly, we posited that viewer interactivity will impact viewers’ watching intentions through serial mediation effects of co-creation experience and involvement with the platform.

We tested the hypothesized relationships by surveying Twitch users (N = 741). Data were collected via Amazon Mturk. The results demonstrate that both viewer-streamer interactions and viewer-viewer interactions positively influence viewers’ co-creation experience and their involvement with Twitch. Results further reveal that both co-creation experience and platform involvement strengthen viewers’ intentions to watch TNF co-streams. In other words, the more viewers feel interactivity will augment co-creation experience and platform involvement, the more they are likely to watch TNF co-streams.

This study contributes to the value co-creation literature by exploring the antecedents and outcomes of value co-creation in a live-streaming context and highlights the social affordances provided by Twitch in facilitating TNF viewership, a multi-media platform that is novel to traditional sports. Managerially, sports organizations can employ co-creation activities and leverage Twitch viewers’ involvement with the platform to foster brand awareness and access to a wide scope of viewers that may not be otherwise reached through traditional media.
Us vs. Them: Exploring the Relative Effectiveness of Shared Emotion, Prejudice, and Entitativity on Sport Consumer Behavior

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Marketing - Consumer Behavior (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Emotion I

Abstract 2020-206

Attendances at an event are not necessarily arise from formerly established groups in which each individual knows each other. It is common conception that people tend to perceiving an entire stranger as an ingroup or outgroup member in a very short period of time, as well as treat the outgroup member unfairly without a meaningful reason. For instance, sports spectators immediately distinguish between “us” and “them” according to perceived similarities and differences, regardless of the preferred team. Although two groups may cheer for the same team, when one group displays extremely hostile behaviors towards the other team, the other group may be inclined to draw a line between “them” and “us”. What causes them to categorize into ingroups and outgroups? To answer these questions, this study suggests the concept of shared emotion to explore the effect on prejudice and entitativity which may be an important factor explaining the mechanism through which ingroups and outgroups are divided. Also, its conditional effect depending on the level of team identification.

Spectators may share emotions through social interactions such as conversations about emotional situations that arise throughout the event. However, given that emotions are spontaneous reactions to internal and external stimuli, they may arise from non-event related stimuli such as the behavior or words spoken by fellow spectators. Based on shared emotions, the five emotions of boredom, discontent, excitement, joy, and pride are used in this study. Entitativity refers to the psychological cohesion of social groups and arises when there is a significant perception of group similarity where members share fundamental psychological traits. When emotion shared at an event, people tend to engaged in ideas such as group entitativity. Accordingly, we predicts that when spectators share emotions, it brings them together and causes group entitativity (H1). Previous literature supports the widespread acceptance of the view that shared emotions can affect outgroup prejudice. Shared emotions are acknowledged to increase heuristic processing of social information which, in turn, intensifies stereotypic judgments. This implies that shared emotions positively impacts prejudice (H2). Most past studies have conceptualized entitativity as a predecessor of group prejudice. Advocating the prejudiced attitudes toward an outgroup may increase ingroup entitativity, because they can appear to be strongly interconnected through the prejudice that is applied to them. The current study will explore entitativity as a consequence of prejudice (H3). Taken together, we can predict that prejudice positively mediates the relationship between shared emotion and entitativity (H4). Furthermore, the relationship between team identification and prejudice may occur due to group members actually reacting more negatively toward strongly identified groups than they do toward weakly identified groups (H5-a). Also, Lickel et al. (2000) had shown that a positive relationship between team identification and entitativity exists (H5-b).

To test the hypotheses, we will conduct a survey study targeting sport consumers who attend a game between two NCAA college football teams. The collected data will be analyzed with conditional PROCESS macro using Hayes Model 4. Detailed results as well as implications will be discussed in the presentation.
What Drives Sport Tourists' Positive Word-of-Mouth?

Yunduk Jeong, University of Georgia
Euisoo Kim, University of Georgia
James J. Zhang (Advisor), University of Georgia

Marketing - Consumer Behavior (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Consumer Behavior/Tourism Abstract 2020-207

As competitions among countries and regions for attracting tourists accelerate, positive word-of-mouth (WOM) resulted from good experience and destination loyalty becomes of great significance in terms of survival and thriving of tourism destinations. A major challenge for managers or marketers of a tourism destination is to understand what factors drive WOM. In a recent study, perceived value has been found to be a cornerstone of developing customers’ behavioral intentions among both researchers and practitioners (Xiao, Guo, Yu, & Liu, 2019). Logically, destination managers and marketers should make every effort to create tourism attractions and experiences to improve tourists’ perceived value. Furthermore, some researchers have suggested that nostalgia sport tourism can be an important means of offering sport-based tourist attractions (Cho, Ramshaw, & Norman, 2014), which depicts that people visit sport halls of fame such as The Naismith Memorial Basketball Hall of Fame in Springfield, Massachusetts, sport museums such as the Football Museum in Suwon, South Korea, and famous sport retail stores such as the Bass Pro Shops in Lawrenceville, Georgia (Gibson, 1998). Destination marketing organizations could regard nostalgia sport tourism useful marketing strategies to attract tourists.

Although existing studies are insightful and help build the necessary foundation for sport tourism studies, two major limitations have been identified: (a) few published studies attempted to address experiential value as a component of perceived value and (b) prior studies failed to consider the mediating effect of tourist satisfaction between perceived value and WOM. Therefore, through proposing a theoretical model based on a comprehensive review of literature, the purpose of this study was to the structural relationships among functional value, experiential value, tourist satisfaction, and WOM in the context of nostalgia sport tourism.

Deriving from the literature reviewed and conducting a test of content validity, a questionnaire was developed to measure functional value, experiential value, tourist satisfaction, and WOM. Research participants (N = 282) were visitors at the Football Museum in Suwon, South Korea, who responded to an on-site survey. A confirmatory factor analysis was performed to examine the factor validity of the measures, which revealed that the measurement model fit indices were satisfactory (χ²/df=1.867, GFI =.950, NFI=.935, RFI=.911, and RMSEA=.056). Structural equation modeling analyses were carried out to examine the relationships among concepts and an acceptable model fit was obtained (χ²/df=1.247, RMR=.031, AGFI=.947, NFI=.933, Hoelter 0.1 =223, and RMSEA=.037), revealing sequential relationships and mediating impacts of functional value, experiential value, tourist satisfaction, and WOM.

The findings of this study revealed significant influence of functional value, experiential value, and tourist satisfaction to WOM in the setting of nostalgia sport tourism and indicated the importance and necessity of improving perceived value in order to build tourist satisfaction and WOM. Sports museum managers are advised offer a variety of sport experience programs in museum programming to tourists and in the meantime, the entrance fee of a sports museum should be appropriate and well-justified. It is suggested that future studies should test the research model in other nostalgia sport tourism settings and geographical locations.
Where in the World are the Minor League Fans? Effects of Proximity and Competition on Minor League Fandom

Dorothy Collins, Lake Erie College
Katharine Reifurth, Aurora University

Marketing - Fan Identification (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-208
Session: Team Identification II

Sport management researchers have noted the uniqueness of minor league baseball in America (Madrigal, 1995; Shapiro, Ridering, & Trail, 2013). Research shows minor league teams benefit from the brand associations made by consumers to their parent major league organizations (e.g., the Akron Rubber Ducks benefit from their affiliation with the Cleveland Indians) both financially and in terms of local pride and quality of life (Agha & Coates, 2015). Distance between major league teams and their minor league affiliates varies widely, with some located in the same cities but others located over 2,900 miles away (Fulano, 2017; Gaines, 2011). Not only does proximity differ greatly amongst teams, so does the level of in-market competition from both other baseball teams, and other sports. This direct competition may affect fan identification with the minor league team, as location and existence of other sports teams has proven to affect identification levels (Kolbe & James, 2000; Reifurth, Bernthal, Balloul, & Collins, in press). This study examines the unique identities created by consumers of minor league sports with specific interest in the impact on this identification of major league affiliate distance and sport competition in the city in which the minor league team exists.

Researchers conducted field observations and unstructured interviews at 54 major and minor league baseball games during the 2019 season. Researchers utilized data collected at both major and minor league games to gauge differences in how consumers identify with the teams at various levels of sport. Coding of themes and evaluation of behavioral patterns were analyzed, first by each individual researcher and then confirmed or discussed at length with the fellow researcher to ensure limited affects of researcher bias on the results. While data analysis is still ongoing, preliminary findings include evidence of a geographic “sweet spot” for minor league teams in relation to both parent team location and location of competing sports teams in the area. Location of the minor league teams also seems to affect the level of comfort and affinity for the minor league team (and park) as a gathering place for fans located far away from the major league affiliates. Finally, the data demonstrates that some fans use minor league attendance as a surrogate for attendance at major league games, when the major league affiliate is on the road, too costly to attend, or too far to attend. Further analysis of the formation of these various affects on the minor and major league identifications will be discussed.

The findings of this study will inform professional sport teams of the importance of location and existence of competition on the overall identification of fans to both major and minor league affiliates across the country. Practitioners will be able to utilize these results to better promote identification to their specific sports team as opposed to fans of the sport in general, improving their chances of continuously securing the psychological and financial support of fans.
Who Has a Logo? A Content Analysis on the Prevalence of Professional Athletes Personal Logo

Zack Pedersen, Indiana University
Jin Park, Indiana University
Antonio Williams (Advisor), Indiana University

Marketing - Branding (Professional Sport)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Session: Branding  
Abstract 2020-209

Athlete branding literature has gradually grown since the initial conceptualizations of athlete branding (e.g., Arai, Ko, & Ross, 2014; Williams, Walsh, & Rhenwrick, 2015). Scholars are beginning to explore the many ways athletes build and manage their brands, such as through brand extensions, endorsements, and sponsorships (Walsh & Williams, 2017). However, a dearth of literature exists as it pertains to the presence and utilization of athlete brand marks (e.g., logos). Athletes have begun using their own logos to introduce branded products and services into the marketplace. However, the athlete logo is frequently created and distributed in conjunction with a corporate partner and adorned on licensed products, such as signature shoes and apparel. Recently, athletes such as Kawhi Leonard and Roger Federer have sued Nike for control of their logos (Bassam, 2019; Bontemps, 2019). Overall, the presence and use of logos add a stimulating line of inquiry in the athlete brand domain.

Professional athletes, regardless of fame, notoriety, or sport, seem to be taking advantage of the potential added benefits of communicating their brand via a personal logo. While literature (e.g., Ahn, Suh, Lee, & Pedersen, 2012; Foroudi, Melewar, Gupta, 2014, Williams, Walsh, & Rhenwrick, 2015) pertaining to corporate logos, team logos, and athlete branding all point to the benefits of using such marks, no research related to athlete logos currently exists. Considering this void in the literature, the purpose of this exploratory study was to examine the presence of athlete logos currently used in the sport marketplace, while categorizing the logos based on theory from logo typology research (Henderson & Cote, 1998).

A content analysis was employed to examine the presence, use, and type of athlete logos existing in the marketplace. A list of athletes (N= 218) was curated from ESPN’s Fame 100 and Forbes Richest Athletes lists. Three researchers coded items related to the logo itself (e.g., design, typology, typeface, repetition), athlete demographics (e.g., gender, race, nationality), sport type (e.g., team vs. individual), and presence of ancillary items (e.g., equipment). An independent blind coding approach was used (Neuendorf, 2016) and intercoder reliability was found to be at an acceptable level of at least .83 for all variables. The study found that 104 of the 218 athletes used a personal logo, led by Caucasian (38%) and Black/African American (37%) athletes. The coding also revealed that the highest percentages of athletes were from the United States (56%) and played basketball (27%). In terms of the athlete logo itself, 12% included a nickname, 16% used their initial, and 5% used a silhouette. Additional findings (e.g., 25% of the logos had repetition and 18% parallelism) and the implications (e.g., how athletes use their logos, athlete criteria for having a logo) of the research will be discussed.
Who is The Female Athlete Endorser? Experiences from Professional Women's Soccer Players in India

Sandhya Manjunath, Texas Woman's University
Rachel Cinquepalmi, Texas Woman's University
Manuela Picariello (Advisor), Texas Woman's University
Gwendolyn Weatherford (Advisor), Texas Woman's University

Marketing - Branding (International Sport)

Abstract 2020-210

Session: Poster Session III

Former research has demonstrated that brands which endorse male or female athletes seek similar objectives such as image transfer, increase in awareness, extensive customer engagement, and return on investment (Lough & Irwin, 2001). In the context of women's sports, scholars have identified cues that influence consumers' perceptions of female athletes such as lack of media coverage, sports commentators infantilizing female athletes, sports marketers emphasizing female athletes' attractiveness instead of athleticism (Fink, 2015). Female athletes appearing as endorsers often originate from individual sports compared to a team sport, while male athletes are from a team sport compared to a particular sport (Grau, Roselli, & Taylor, 2007). Olympic Games are the best representatives of all games and sport competition at various levels. As a participating nation of the Olympics, India had a remarkable increase in female participants from 23 in 2012 to 54 in 2016 indicating a 135% increase in women participation (Pandey & Sardar, 2016). Observation leads to identifying that although women sports endorsements in India is evolving, it is more inclined towards individual sport athletes (Jha, 2019). Female athlete endorsers representing India in sports such as basketball, cricket, volleyball, and soccer are fewer identified in academic literature. The national women's soccer team in India has established itself as a force to be reckoned with their performances over the years (Majumdar, 2003). Indian women's team is ranked 62 out of 152 nations (FIFA, 2019). The team has five consecutive South Asian Football Federation Women's Championship titles, yet endorsement opportunities for members of the Indian team are in a stage of infancy.

Since the nature of the study is explorative and built upon previous work by Picariello, Weatherford, Metende Mballa, and Canelo (2019), there will be a qualitative approach. Recruitment of participants will occur through the All India Football Federation. Participants of this study will include adult professional women soccer players born in India, playing soccer as a primary source of income, and representing the Indian National team in professional leagues in India or abroad. Semi-structured interviews will guide the data collection process. They will aim at addressing two questions: (a) How do female soccer players on the Indian National team describe their endorsement experiences? and (b) What challenges and/or opportunities, if any, did they encounter? NVivo 12 pro qualitative data analysis software will be used to analyze data and following the steps used by Picariello et al. (2019). This research will seek to advance the literature on female athletes' endorsement opportunities and challenges in India and will help raise awareness on endorsement opportunities and/or challenges of members in team sports. The results of this study may potentially help to create and implement educational initiatives, new endorsement strategies to empower female soccer athletes, and draw the attention of brands on female team sports. From a practical standpoint, understanding the potential endorser's traits and appeals can lead to identifying female athletes' distinctiveness and facilitate in discovering endorsement opportunities.
Who Won the March Madness Bracket in Social Media?

Hyun-Woo Lee, Texas A&M University  
Sanghoon Kim, Texas A&M University  
Chanwook Do, Texas A&M University  
Emily M. Newell, University of Southern Maine

Marketing - Other (College Sport)  
Poster  
Abstract 2020-211  
virtual asynchronous  
Session: Poster Session III

The National Collegiate Athletic Association (NCAA) Division I Men’s basketball Tournament, also known and branded as NCAA March Madness, is a single-elimination tournament played each spring in the United States. This tournament is the most profitable postseason television deal across the sport leagues and events in the United States (Ozanian, 2019), and 90% of the NCAA budget comes from March Madness profits (Matheson & Baade, 2004). Moreover, March Madness attracts considerable attention not only in mainstream media, but also across social media platforms.

Social media has become an imperative set of platforms for sport organizations to utilize to engage, interact, and connect with their fan community. Hence, data analytics for social engagement has gained significant research attention (e.g., Watanabe, Yan, & Soebbing, 2016). In this study, changes in followers on Twitter for each team competing in the 2019 March Madness tournament were tracked. Based on existing literature, there were nine predictors for changes in followers identified: win/loss in each round; status as a favorite/underdog; ranking difference between competing teams; tournament round of the game; previous participation in the tournament; participation in the tournament the previous year; previous final four appearance; undergraduate student enrollment; and academic ranking of the school.

Following the tournament schedule, data was collected daily from March 20th through April 9th. For the dependent variable, the difference in followers—both positive and negative—was calculated for each team by subtracting the number of followers on the day previous to game day from the day after game day. Percent of follower change was calculated to account for differences in initial followership across schools. Other predictor information was retrieved from the official website of NCAA championships and 2019 Final Four Records Book.

Multiple regression was conducted. Durbin-Watson statistics showed independence of residuals, and VIF and tolerance scores indicated that there was no multicollinearity issue in data. The first two rounds were analyzed in Model 1, and teams that advanced to the NCAA Sweet 16 were analyzed in Model 2. There were no missing data for each model. The predictors in the models explained 46.2% and 84.9% of the variability in each team’s follower changes, respectively. In Model 1, win/loss, ranking difference, previous participation, previous year participation, previous final four appearance, and school ranking were statistically significant. In Model 2, win/loss, favorite/underdog, round of the game, and previous final four appearance were statistically significant. Effect sizes varied from small to moderate.

Social media such as Twitter or Facebook can be effective tools to anticipate and understand consumers’ perceptions and reactions before, during, and after events. For instance, sport fans discuss or express their opinions about sport teams, athletes, or sporting events on social media consistently. The results of this study highlight how game results, expectations based on previous performance, and expectations based on school characteristics can predict the change in followers on Twitter. As fan engagement varied based on different predictors for early and later rounds, implications for marketers and social media account managers will be discussed in the presentation.
Youth Sport Outcome Variables Influence on Parent's Program Valuation

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Joseph Walker (Advisor), University of North Texas

Marketing - Motivation (Youth Sport)  virtual asynchronous
Poster
Abstract 2020-212  Session: Poster Session II

Parents and youth have similar motivations for participating in youth sport (Martin, Dale, & Jackson, 2001). Millions of youth in the US participate in some form of organized youth sport program annually (Smoll, Cumming, & Smith, 2011; Brinton, Hill, & Ward, 2017); understanding the variables that influence the parent’s valuation of participation in sport programs will help guide program coordinators in long term program operation and delivery. Youth sport coaches and parents play vital roles in keeping youth athletes engaged in sport and preventing the burnout of athletes (Horn, 2002). Parents provide extensive contributions to organized youth sport programs, including payment of services, transportation, and instructional assistance (Harwood & Knight, 2015; Knight, Berrow, & harwood, 2017; Vargas, Flores, Beyer, & Weaver, 2019). Many parents believe that youth participation in organized sports, helps prepare their children for adult life by training life skills (Green & Chaliph, 1998). Specifically, parents sign their children up for youth sport programs because of a desire to gain a new skill, to join a team environment, and to be physically active (Martin, Dale, & Jackson, 2001; Schwab, Wells, & Arthur-Banning, 2010). Sports specialization has grown into younger generations in an effort for the children to receive an athletic scholarship to college (Hecimovich, 2004). With parents having the final say in whether or not to enroll their child in a specific program (Green, 1998), the specific motives for originally registering a child for a sport program provides valuable information in predicting parents valuation of a youth sport program. This analysis attempts to identify how specific outcome expectation variables influence overall parental program valuation.

Method

Upon receiving permission from IRB, parents that attended two youth sporting events (N= 1150) were approached prior to their child’s first game at the end-of-season tournament. The 336 participants (29.2%) completed a survey that contained questions relating to coaching behaviors, parental motivations in registering children in the program, an item evaluating how parents value the program, and demographic questions.

Analysis/Results

In order to evaluate the explained variance of parental program valuation, a multiple regression analysis was completed. The independent variables were the different motivations for registering a child in youth sports and the dependent variable was parent program valuation.

Results of the omnibus regression analysis proved to be statistically significant at $\alpha=.05$, $F (4, 334)= 62.213$, $p<.001$, with a moderate effect of $R^2=.430$ and an adjusted $R^2=.423$, indicating slight shrinkage due to a theoretical correction for sampling error. All independent variables were significantly correlated, at $p<.001$ level, to the dependent variable. Analysis identified that parental motivations for wanting a child to be a part of a team and to be physically active explain the most variance of the predicted valuation variable.

Conclusion

This analysis explains how specific youth sport participation outcome expectation variables delivered through a youth sport programs influences overall valuation of the program. This research provides a strategy to evaluate parental motivations and the influence these motivations have on the valuation of different youth sport program styles.
Method
Engaging Partners and Managing a Large-Scale Research Project

Galen Trail, Seattle University
Thomas Aicher, University of Colorado Colorado Springs
Kristi Sweeney, University of North Florida
Michael Naylor, Auckland University of Technology
Melody Johnston, Auckland University of Technology
Priscila Alfaro-Barrantes, Nichols College
Julie Lanzillo, Neumann University
Stavros Triantafyllidis, The Citadel
Norm O'Reilly, University of Guelph
Khatereh Jamaat, Islamic Azad University
Wanyong Choi, University of North Florida
Jessica Brannstein-Minkove, Towson University
Ari Kim, Towson University
Windy Dees, Miami University
Hyejin (Jina) Bang, Florida International University

Method - Design (Other) virtual synchronous
60-minute symposium, roundtable, or workshop

Abstract 2020-213 Session: Symposia/Workshops I

Purpose of this Symposium: This research was to test the Revised Model of Sport Consumer Behavior (R-MSCB; Trail, 2019). However, the purpose of this symposium is to provide a ‘how-to primer’ on (1) recruiting researchers to participate, (2) obtaining clients, (3) collecting data, (4) analyzing data, (5) communicating with clients (teams/clubs), and (6) creating deliverables for publication and for clients. Each section will have a discussion of issues and solutions, with a Q&A.

Overview of the Model: The R-MSCB has two components. The first is the Consumer Pathway for Sport Fandom and the second is the Environmental Insight Framework (EIF). The first five stages of the consumer pathway are cognitive stages: Lack of Awareness, Awareness, Interest, Active Consideration, and Intention to Consume. The pathway then has two parallel tracks starting at the next stage: one is behavioral (Initial Purchase/Consumption, Infrequent Consumption, and Regular Repatronage), and the second is attitudinal (Low-level Fandom, Moderate Fandom, and Attitudinally Loyal Fan). At this point, the two tracks merge again into the final stage (Lifestyle Change), which is where the fan’s whole life revolves around the team: cognitively, affectively, conatively (intentions), and behaviorally. The second component, the EIF, impacts progression (or regression) along the pathway. The EIF consists of the external environment, the internal organizational environment (the environment within the sport organization), and the customer environment (the potential sport consumer; Trail, 2019). The R-MSCB is based on the hierarchy of needs theory (Maslow 1943); values theory (Rokeach 1973); self-determination theory (Deci & Ryan, 2008); value-belief-norm model (Stern et al. 1999); constraints theory (Crawford & Godbey 1987); theory of planned behavior (Ajzen & Madden 1986); and satisfaction theory (Oliver, 1990). The objectives of this research were to test the model across multiple sports, teams, continents and time (pre- and post-survey). In addition, we wanted to provide the clients (teams/organizations) with actionable results and recommendations that would meet their needs.

Discussion of the Process: We discuss how researchers were recruited to participate in the research project (19 researchers responded, with 10 participating). We also discuss the issues and solutions regarding obtaining clients (teams) using market research proposals and other methods. In Section 3 we discuss the issues and solutions relative to different methods of data collection (over 5000 spectators/fans across 15 teams and 4 continents from the presurvey, and a yet-unknown number from the post-survey, as we are still collecting data), considering the length of the survey (over 150 items). In Section 4 we provide the rationale for using different analytic techniques when presenting the data and results to the clients, versus the techniques used for academic papers. In Section 5 we discuss the interactions and communications with the clients during the process and the issues faced. In Section 6 we discuss client-focused output (e.g., reports & presentations) versus academic output (journal articles, presentations, books,
and book chapters). Finally, we finish with a summary of the project and future steps detailing the potential for impact on sport management research.
Exploring Potential Motives for and Perceived Barriers to Playing Virtual Reality Sport Video Games

Jinhee Yoo, Gannon University
Eric Brownlee, Gannon University
Joshua Lupinek, Montclair State University

Method - Qualitative (Other)  virtual asynchronous  Poster  Abstract 2020-214  Session: Poster Session I

The global virtual reality (VR) gaming market has grown exponentially over the last few years to $10.3 billion in 2018 and projected to reach $40.2 billion by 2026 (Research and Markets, 2019). Due to the advancement of VR technologies and the popularity of video games, several VR sports video games (e.g., VR Sports Challenge, Everybody's Golf VR, and Sports Bar VR) are available to video gamers.

VR sport video games can provide opportunities for sport organizations to develop a fan base. According to Raymond, Soutter, and Hitchens (2016), video gamers tend to identify with their avatar in the game when immersed in the game. This suggests that immersive experience in VR sport video games can encourage sport fans to develop an emotional bond with teams or athletes while playing the game. For this reason, it is essential for sport organizations to also understand VR sport video gamers.

Despite the fast growing VR sports video game market, however, no research has been conducted on VR sport video games because VR is still nascent in the video gaming and sport industries. To bridge this gap between research and practice, this study addresses the following research questions using a qualitative exploratory approach: (1) What drives individuals to become interested in playing sport video games on VR? (2) What makes individuals hesitant to play sport video games on VR?

Based on motivation theories and sport video gamer motives studies, focus groups studies were conducted. The study sample (N = 16) was drawn from two universities in the Northeastern U.S., and a study took place at each university. The majority of participants in this study seemed to fit within the demographics of those who can frequently play VR sport video games because students are significant consumers of the sport product and sport video games (Brownlee, Shreffler, & Warren, 2015).

After conducting focus group studies, the recorded group discussions were transcribed verbatim by the authors. Following the completion of transcription process, all transcripts were read independently multiple times by the authors. Subsequently, a coding system was developed to organize the data: meaningful sections of text were then systematically and sequentially coded and categorized following a general inductive approach (Thomas, 2006). Emerging themes were developed by studying the transcripts repeatedly, considering possible meanings and how these fitted with developing themes. After the in-depth discussion, the researchers compared and discussed any commonalities and resolve differences. Patterns were examined across the focus groups in order to identify issues common to all participants and those specific to a particular group.

A total of four potential motives for playing sport video games on VR were identified: realism, novelty, simulation, and sport knowledge. We also discovered five perceived barriers to playing sport video games on VR: cost, skepticism on quality, lack of time, limited social interaction, and preference for actual sport participation. The findings of this study contribute relevant theoretical and practical implications, and the results will be discussed in-depth during presentation.
INTRODUCTION. Despite the overall decline in youth sport participation rates in the United States, participation in youth lacrosse has continued to increase (Aspen Institute, 2019). However, with an overrepresentation of adolescent males comprising the participation base, even a “growing” sport like lacrosse faces questions about equity and access. Researchers have identified many barriers to sport participation, but are typically limited to individual factors, such as age and gender. Likewise, infrastructural barriers (e.g. access to facilities) disproportionally affect children from families of lower socioeconomic status. Given the inconsistent results with targeted individual- and environmental-level interventions (Pearson et al., 2015), other approaches are needed. Interpreting participation through a macro-level lens can offer substantial insight for determining variations in interest and accessibility. In order to develop effective strategies to reduce barriers to participation, it is crucial to further our understanding of the relationship between geospatial patterns and the cultural environment. The potential of utilizing Geographic Information Systems to gain a better understanding of geographic variation and how interest in participation changes in relation to the dynamic changes in society is in its infancy, particularly within the realm of sport management and policy development.

PURPOSE. The purpose of this study is to use an innovative methodological approach to allow for rapid evaluation of spatiotemporal trends in lacrosse participation and provide empirical evidence to support decisions in determining how to best allocate efforts to increase overall participation, diversity, and accessibility. This study has potential to be a significant contributor to the development of a more comprehensive macro-level youth sports lens that inventories various factors impacting participation.

METHODS. We propose to apply spatiotemporal methodology by creating a geospatial database constructed from existing national governing body membership database between 2006 and 2017 for lacrosse participants under the age of 15. Participant data (N= 4,275,012) will be indexed by registration year and participation density. Annual participation density will be normalized by the ratio of registered participants to the total number of children under the age of 15 of the corresponding zip codes. Participation density will be further stratified by age groups and sex (e.g. females ages 5-9, males ages 10-14). Emerging hot spot analysis will identify statistically significant spatiotemporal trends of lacrosse participation (Ord & Getis, 1995).

HYPOTHESIS. Lacrosse participation is not randomly distributed throughout the US and local spatial association will be observed and fluctuate over time. Sociodemographic factors will be associated with participation.

SIGNIFICANCE. Lacrosse has the potential for continued growth through further geographic expansion and increasing diversity and accessibility through the implementation of practical efforts. We propose to apply spatiotemporal methodology, adapted from other fields, as an innovative approach to further our understanding of the characteristics of local culture and trends related to the adoption of lacrosse. Our findings will provide empirical evidence to inform policymakers about participation trends, insights about potential trajectories and location of change, and to identify potential areas to allocate resources for a greater chance of future growth. This investigation may reveal promising application for further research questions and management decisions.
Item Analysis of a Survey of Team Identification Using Item Response Theory

Kyungyeol (Anthony) Kim, Indiana University Bloomington
Senyung Lee, Northeastern Illinois University
Kevin K. Byon (Advisor), Indiana University-Bloomington

Method - Quantitative (Professional Sport) virtual asynchronous
Poster
Abstract 2020-216 Session: Poster Session III

The present study investigates psychometric properties of the items in Wann and Branscombe’s (1993) Sport Spectator Identification Scale (SSIS), which consists of seven items on an eight-point semantic differential scale. The SSIS has been widely used in sport management research for measuring the degree to which sport spectators feel psychologically connected to a team (e.g., James et al., 2019). Although several researchers examined the psychometric properties of the SSIS (e.g., Theodorakis et al., 2016), most of them focused on the usefulness of the SSIS at the scale level, but not at the item level. To address this gap, the present study examines the degree to which each item on the SSIS measures individuals’ team identification with statistical precision, using item response theory (IRT). The following research questions were addressed:

To what extent does each item on the SSIS reliably measure individuals’ team identification? If any items with low reliability are identified, what would be possible sources of error?

IRT is a modeling-based measurement theory that provides information about psychometric properties of items on a scale (Embretson & Reise, 2000). The fundamental idea of IRT is that an individual’s response to an item in a measurement instrument (e.g., survey) is a function of both the individual's underlying trait level and properties of the item. Employing IRT allows researchers to identify which items in a scale measure the underlying trait with precision and at which trait level each item has the maximum level of reliability.

A total of 635 spectators of three U.S. professional sports (i.e., the NBA, MLB, and MLS) were recruited via Amazon Mechanical Turk. Participants were asked to think about the most recent sporting event among the three leagues they attended over the previous month, and refer to one of the teams as the focal team when responding to the SSIS items.

The IRT analysis using the general partial credit model revealed that four items (Items 1, 2, 3, and 5) measured individuals’ levels of team identification with great precision, while three items (Items 4, 6, and 7) measured individuals’ levels of team identification poorly. Furthermore, in all seven items on the SSIS, response options 1 to 4 did not work as distinct options. Among eight response options within each item, we found that option 2 and option 4 were rarely the most likely option to be chosen across the trait levels.

Based on a close examination of the wording of Items 4, 6, and 7, we suggest that the low reliability of these items may be attributed to double-barreled questions (Items 4 and 7) and a negatively worded statement (Item 6). We made additional suggestions to address the low reliability issues with these items. We also suggest that the SSIS be revised to provide fewer than eight options within each item. Our findings and suggestions are expected to improve the measurement precision of the SSIS for both researchers and practitioners, and contribute to our understanding of the construct of team identification using the SSIS.
Sport management programs prepare graduates to be productive, innovative leaders. It is widely discussed that these graduates should develop critical thinking abilities to enhance their careers (Zakus, Malloy, & Edward, 2007). Zeigler (1994) suggested the need for critical thinking in the curricula of sport management programs and Frisby (2005) argued for its inclusion. Yet, many instructors still use traditional teaching methods. Research has shown that lecture-based learning does not encourage students to develop critical thinking (Duron, Limbach, & Waugh, 2006). Moreover, the traditional lecture-based approaches fail to provide an effective learning environment that may engage technology savvy generations, i.e., millennials (Bolton et al., 2013; Reisenwitz & Iyer, 2009; Yim & Byon, 2017).

A method that enables the students to become critical thinkers is the threshold concept. Threshold concept was first introduced in economics by Meyer and Land (2003). Threshold concept is a fundamental idea and the ‘way of thinking and practicing’ that epitomizes the type of analysis conducted by scholars. Threshold concepts act as critical portals in the development of a learner’s understanding of a subject (Meyer, 2008). Once learned, concepts are less likely to be forgotten because it transforms students’ understanding of a topic (Wright & Gilmore, 2012). Threshold concepts are described as challenging ideas that are central to the discipline and once mastered, students can make transition from a basic to an advanced understanding (Meyer & Land, 2005).

Billsberry, Mueller, Skinner, Swanson, Corbett, and Ferkins’ (2018) suggest the need of threshold concept in sport management education. The purpose of this study was to identify threshold concepts for an introduction to sport management course. Specific research questions are what are the threshold concepts in sport management as identified by sport management faculty, sport industry practitioners, and are there discrepancies between the concepts identified by faculty and field practitioners?

The study utilizes Beech’s (1999) Delphi method procedure. Identification was inclusive of four experts to identify items under the five premises developed by Meyer and Land (2003). Threshold concepts should be transformative, once acquired they should shift perception. Second, concepts should be irreversible. Third, a threshold concept is integrative, students will obtain capacity to expose the previously hidden interrelatedness. Fourth, a threshold concept is bounded, it helps to define the boundaries of a subject area. Lastly, a threshold concept may be counter-intuitive. In grasping a threshold concept, a student moves from common sense understanding to one which may conflict with previous perceptions.

In the second stage, 25 sport management academicians and practitioners will be recruited and tasked to refine the item set through several rounds of online discussions. Two sets of data will be obtained (academicians/practitioners). In the final stage, the concept lists will be compared, and a final comprehensive list will be created. Results will afford sport management professionals with valuable insight on the use of the threshold concept. A better understanding of the concept will enable practitioners to develop more innovative strategies to enhance student learning. Contributions to literature, students, faculty and practitioners, along with implications, will be discussed.
Publishing in Leading Sport Management Journals: Contemporary Issues from Journal Editors

James J. Zhang, University of Georgia
Janet Fink, University of Massachusetts
Paul Downward, Loughborough University
Sheranne Fairley, University of Queensland
Matthew Walker, University of North Texas

Method - Other (Other) virtual asynchronous
60-minute symposium, roundtable, or workshop
Abstract 2020-218 Session: Symposia/Workshops II

The advancement of sport management as an academic discipline depends on building a sustained mechanism to generate new knowledge in terms of accumulating, applying, and synthesizing information, analyzing the relationship from collected information, and understanding the patterns and principles derived from the data. Doing so, new knowledge is disseminated to students, trainees, and professionals; ultimately, it is applied to the sport industry settings and helps elevate the effectiveness, efficiency, and achievement level of sport organizations. Sport management research implies a careful and systematic means of solving problems that often emerge in the sport industry. Besides developing and testing theories, a research problem can entail resolving controversial issues and improving practices. Today, research investigations are becoming increasingly comprehensive as the industrial environment and research contexts are growing to be progressively complicated. Similar to other behavioral science disciplines, it often takes a multitude of perspectives to conduct a scientific inquiry in a sport management setting(s).

In an effort to promote high-quality research, enhance dialogue with conference attendees, and address contemporary issues associated with manuscript preparations, journal submissions, and peer-review process, the editors of leading sport management journals would like to collectively propose a roundtable, panel discussion session. These editors represent the Journal of Sport Management, Sport Management Education Journal, European Sport Management Quarterly, International Journal of Sport Marketing & Sponsorship, Sport Management Review, and Sport Marketing Quarterly. The panel members will begin with discussions on a series of topics pertaining to quality standard of manuscript acceptance, with such questions as ‘As the journal editor, what do you most want in a manuscript?’ and ‘What is the most common failing in manuscripts that you find to be borderline or even unacceptable?’ The focus of the panel will then be switched to discussing on ethical dilemmas and questionable practices often faced by journals today, including such questions as ‘Can someone use the same dataset for a submitted paper that is very similar to a paper already published in another journal?’ ‘Can someone resubmit a rejected paper to the same journal?’ and ‘Why is it ethically necessary to maintain reviewer and author confidentiality?’

The panel will end its prepared questions on providing guidance and advice for scholars to prepare, revise, and resubmit their manuscripts, with such questions as ‘What is the one thing that young or emerging researchers should focus on?’ ‘How do I respond to reviewers and what if I don’t agree with the reviews?’ and ‘What do I do when an article is rejected?’ Questions prepared by the panel members will be first displayed to inform the audience at the beginning of the roundtable discussions. Throughout the session, the attendees are given the opportunity and encouraged to ask questions and participate in the discussions. Approximately 5-10 minutes are planned for questions from the floor toward the end of the session.
Inferential statistics is being used by the sport management researchers a long period of time. Since it is almost impossible to identify all the characteristics of a population, it is inferential statistics to draw the parameter of a population from the analysis of the samples. Inferential statistics is largely divided into 'estimation,' and 'hypothesis testing.' Estimation is the process to speculate the parameter of a population from random samples (Lee, 2001). Hypothesis testing refers to the process of determining whether a hypothesis is correct or not using the information held by the sample in relation to the argument about how much the actual population is. Most academic studies use this hypothesis test to estimate the parameter of a population more frequently.

However, it is questionable whether studies in sport management correctly use inferential statistics. As the American Statistical Association (ASA, 2016) has stated, decisions should not be made simply by significance of p-value, and more detailed reporting is needed for the reasoning process. Furthermore, the American Psychological Association (APA, 2008; 2018), through the Journal Article Reporting Standard (JARS), specifies attributes to include when it is published. Particularly in the sampling of quantitative studies, stating that the systematic methods of sampling, information of the population, and power analysis should be reported. However, many studies omit detailed reporting of those information. Also, they often make errors in hastily inferring the characteristics of the population based on only significance of the p-value with non-random sampling.

Although this seems a simple work, we insist this attempt is important because many research seem to omit such sample and population information. Even though it is important to derive meaningful results through complex analytical processes in order for such results to be persuasive, it is necessary to specify the samples and populations and to include detailed reports of obtaining samples. Therefore, we actually conducted this study to understand how recent studies in the Journal of Sport Management report information about samples and populations and to warn future studies.

The present study analyzed a total of 169 journal articles in the JSM from 2015 to 2018. Among them, 62 articles using inferential statistics with sampling were found. Also, from the 62 articles, 10 (16.1%) described as using random sampling; 8 (12.9%) simply referred to the population or reported characteristics of the population; and, no article included power analysis was found.

These results confirm that there should be a certain degree of limitation in interpreting result based solely on the significance test which is identical with many quantitative research in sport management. However, it is not to point out that the results of those journal articles are simply inaccurate, but to point out that the process of producing an interpretation could have been internally contaminated because the results were not reported in detail or were not carried through sufficiently random processes. Therefore, the study utilizing inference statistics should be organized specifically according to JARS guidance, with special efforts for sampling and detailed reporting in sport management study.
Scale Development Using Test-retest Reliability: Implications for Consumer Research

Yiqi Yang, University of Ottawa
Marijke Taks (Advisor), University of Ottawa
Eric MacIntosh (Advisor), University of Ottawa

Method - Quantitative (Other) virtual asynchronous
20-minute oral presentation (including questions)
Session: Method/Consumer Behavior

Marketing research seeks to collect and produce reliable data to provide decision makers with the best information possible to make predictions, which is essential for marketers and quality data interpretation. Although some errors will be present in almost any measurement processes, reliability tests play a critical role in determining data quality. The difficulty is that methods of measuring reliability vary and there is no guarantee that the same results will occur when different methods are applied. Although internal consistency reliability is used more frequently than test-retest or alternate-form techniques in sport marketing research designs, test-retest has the advantage of examining the transient error problem, and there is a significant gap between test-retest and Cronbach’s alpha estimates (Mao et al., 2019). Previous studies on ski participation failed to report reliability scores. Therefore, the purpose of this study is to use both, test-retest and internal consistency methods to develop a more reliable instrument to measure the ski participation of a Canadian sample.

Based on Shank’s and Lyberger’s (2015) sports consumption model, an online questionnaire was developed, consisting of internal (21 items), external (18 items) and situational factors (15 items). Test-retest reliability was examined by having the same participants completing the questionnaire twice with a time interval of approximately two weeks (Straub, Boudreau & Gefen, 2004). Participants were recruited from a university sample of students, staff and faculty. Ethics to conduct the study was granted. During the first data collection (T1), 155 participants filled out the questionnaire; 73 participants filled out the questionnaire a second time (T2). Pearson correlations and intraclass correlation coefficients were calculated to measure test-retest reliability (Chung et al., 1998). Of the initial 54 items, only 29 showed sufficient reliability (correlations ranging from .71 to .78). Items of internal and external factors showed higher correlation scores than items of situational factors. Subsequently, a Principal Component Analysis was performed on the 29 retained items leading to 5 factors solution. Internal consistency among the variables for each factor was examined; Cronbach’s alpha scores ranged from .75 to .91.

The low test-retest reliability scores for items of the situational factor are not surprising, given that situations vary by default (Shank & Lyberger, 2015), and may therefore be difficult to capture when measured in different moments in time. Thus, when testing situational factors, the use of internal consistency measures that include a minimum of three variables to measure a similar idea or construct, such as the alternate form or split-half method is most appropriate (Thomas et al., 2005). Similar to other research, the reliability of situational factors related to ski participation may be questioned (e.g., Facullant et al., 2008; Konu et al., 2011). This study illustrated how test-retest reliability significantly reduced the number of variables for internal and external factors. The presentation will discuss the merits and challenges in using the test-retest design.
Shadowing as a Data Collection Method in Qualitative Sport Management Research

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Nico Schulenkorf (Advisor), University of Technology Sydney
Katie Schlenker (Advisor), University of Technology Sydney
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Method - Qualitative (Professional Sport) virtual asynchronous
Poster Abstract 2020-221 Session: Poster Session II

As qualitative research has become more common in sport management academia, researchers have been encouraged to adopt contemporary and innovative methods of approaching such projects (Hoeber & Shaw, 2017). Seeking to advance the existing repertoire of research techniques in sport management, Shaw and Hoeber (2016) propose looking to other fields for such contemporary methods, including to parent-disciplines such as management or related management areas such as organizational studies. One such data collection method of promise is shadowing, which has chiefly been used and developed in the latter (Ferguson, 2016).

Although shadowing is perhaps best known as a tool for experiential learning, it is also suggested to hold value to qualitative researchers (McDonald, 2005). Shadowing allows the researcher to make sense of the observed actor and their path in multiple dimensions (including time and place), as well as in micro events (such as “water cooler chats” after an observed meeting) that don’t tend to be captured through traditional data collection techniques such as interviews and/or observation (McDonald & Simpson, 2014). Importantly, shadowing can be combined with additional data collection means such as photography, field notes, and audio/video recording. The purpose of this study, then, is to explore the value that shadowing has to qualitative researchers in sport management in particular.

Thus far, use of shadowing has been rare in the field of sport management, or it has not consistently been distinguished and/or decoupled from [participant] observation techniques. Indeed, shadowing is often implicit as a component of ethnography and is thus typically mentioned only in passing in such studies rather than being cited as a data collection method unto itself (see, e.g., Richards, 2015). However, the use of shadowing may help close the gap between researchers and practitioners. For instance, Radu & Emery (2007) employed shadowing at the request of their subject who, as a sport manager, was used to being shadowed by work-experience students and was thus unbothered by the presence of the researchers and their questions.

We will share our experience using shadowing as a data collection method within a qualitative case study of an Australian professional sport club. Across the 2018/19 season, four staff members in different departments of the organization’s front office were shadowed during the duration of their game day operations. In total these shadowing events lasted 26 hours and yielded 3,248 words of field notes and 223 photographs for subsequent analysis. Shadowing was found to enhance trust and engagement between researchers and subjects, a finding which we explored further in subsequent semi-structured interviews with the staff members who were shadowed. Consequently, the perspectives of both researchers and practitioners feature in our study.

Overall, our research makes two distinct contributions to sport management research. First, we highlight the ability of shadowing to generate in-depth data that goes beyond traditional data collection techniques used in qualitative sport management research (such as interviews and observation). Second, drawing on our practical experiences, we offer suggestions as to how sport researchers can most usefully employ the technique in real-world settings.
The Disruptive Potential of Virtual Reality (VR) Technology in Sport Management Research

Joshua Lupinek, Montclair State University
Jinhee Yoo, Gannon University
Eugene Ohu, Lagos Business School
Eric Brownlee, Gannon University

Method - Design (Professional Sport)
10-minute lightning talk (including questions)

The purpose of this conceptual research is to add a needed sport research foundation for the digital disruption conversation within emergent virtual reality (VR) experiences, broadcasts, trainings, and games across global sport. This study aims to be the first to lay a foundation on the characteristics of VR and the three methods of in-game advertising (IGA) through the literature for those who are not yet familiar or have not yet had the opportunity of a first-hand VR experience. These VR characteristics of immersion, interaction, and imagination are explored to showcase VR’s potential to increasingly engage users.

This research furthers the discussion on emerging technology in sport management research through VR technology. To provide this unique sport VR research foundation, the evolution of VR is identified through history leading us to several exploratory avenues for practical sport management research. The purpose in tracing the VR evolution within the sport industry to this point is so that a discussion of what is missing from the literature can be had for the advancement of this important technological and transformative line of research. In providing the history and context for future VR study, topical sport management research lines are suggested. As such, this paper focuses on areas that the research team believe will be digitally disrupted first in VR through marketing and advertising, management, sport video games, and eSports.

Sport consumers still primarily consume through traditional outlets such as television, radio, and the Internet. Streaming VR sport broadcasts are discussed as immersion media continues to grow in market share and marketing design must continue to evolve within these digital spaces that are no longer restricted to 2D. Sport is a unique space that creates emotional choice (Lee and Heere, 2018) where the personalization of offers is paramount (Abeza et al., 2019) and brands have an opportunity to create new value creation. This exploratory line of research has just become possible through VR eye tracking hardware now available to researchers (i.e. HTC Vive Pro Eye with built in Tobii eye tracking and available analytics software).

As an academic field, we must be ready at the forefront for a potential digital disruption through VR to current norms in all areas. Further exploration on advertising placement is critical for the success of the next evolutionary stage of digital marketing. Sport advertisement has long been held to a bottom up model within stadiums with the most expensive logo placement on the playing surface. Marketers must now search to understand if the traditional TV location-based pricing levels of stadium advertising spaces hold true in VR sport broadcasts. Future research is suggested and available for stadium managers based on the measurement of consumer glances of arena IGA within VR sport event broadcasts.

Limitations of social fandom drivers, VR environment isolation, institutional research resources, and industry partnerships are also discussed.
Viewing Donor Behavior Through the Lens of Inductive Reasoning Theory: A “Big Data” Approach

Jonathan A. Jensen, University of North Carolina at Chapel Hill
Liz Wanless, Ohio University
Kaya Hedt, University of North Carolina at Chapel Hill
Emily Wayland, University of North Carolina at Chapel Hill

Method - Quantitative (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Big Data

Abstract 2020-223

The deductive reasoning theory lens is utilized prominently throughout the sport management literature, whereby researchers utilize a theoretical foundation to generate hypotheses in order to test the merit of those hypotheses and draw specific conclusions. An inductive proposal involves creating inferences and conclusions from specific observations, rather than allowing a particular theory to guide hypothesis creation (e.g., grounded theory). Scholars in disciplines as diverse as human resources and nursing have discussed the re-emergence of inductive reasoning theory to frame research projects as a result of the expansion of big data approaches.

Contextualized by inductive reasoning theory, this investigation of intercollegiate athletic donor decision-making demonstrates how such an approach can contribute to and fill gaps in the creation of knowledge in sport management literature. This study marks the first application of inductive reasoning theory and the analysis of big data to better understand the behavior of donors, specifically the decision whether to continue donating to a university.

To do so, we analyzed longitudinal data from two major conference (i.e., Power Five) athletic departments, using the Cox proportional hazards model. While Wanless, Jensen, and Poliakoff (2019) analyzed data from one Football Bowl Subdivision (FBS) athletic department housed within a Group of Five conference, this study improves generalizability in its examination of data from two major athletic departments. The dataset, one of the largest ever constructed for study in the sport literature, includes data from 34,057 individuals, spanning 169,479 observations across 16 years. Covariates were inserted into the model in order to explore whether certain factors were predictive of the probability of an individual remaining a donor, including the effects of the economy, where the donor lives, and the performance of the institutions’ athletic teams, while controlling for the amount given across the donor’s lifetime.

The effects of the economy were apparent, with economic growth decreasing the probability of the donor exiting the dataset and inflation increasing the probability of exiting, with results consistent across both universities. Every 1% increase in Gross National Income (GNI) increases the probability that a donor to University 1 will stop giving by 40.6%, compared to an 88.5% increase for donors to University 2. For inflation, results indicate that every 1% increase in the Consumer Price Index (CPI) results in an increase in the probability that donors to University 1 will end their time as a donor by 34.2%, compared to more than seven times as likely for University 2. Living in the same state as the university decreased the probability of exiting, by 14.2 and 39.3%, respectively, while wins in the NCAA Men’s Basketball Tournament decreased the probability of exiting, by 9.1% and 82.6%.

These results represent a novel application of an advanced statistical methodology, while at the same time providing further evidence of the efficacy of an inductive reasoning theory approach. From a managerial standpoint, the study’s findings provide meaningful insights for intercollegiate athletic fundraisers in helping to understand the potential for various factors to impact the decision whether to continue as a donor.
Socio-Cultural
"I Don't Know What I'm Doing": International Student Athletes and their Transition to American Universities

Caitlyn Hauff, University of South Alabama
Mitchell Woltring, University of South Alabama
Brooke Forester, University of South Alabama
Shelley Holden, University of South Alabama

Socio-Cultural - Community (College Sport)
virtual asynchronous
20-minute oral presentation (including questions)
Session: Student Athletes/Diversity
Abstract 2020-224

Student athletes make a positive impact both at the universities in which they compete, and broadly within their communities (Gazley, Littlepage, & Bennett, 2012). Embedded within this group of over 460,000 student athletes resides a unique and under-served population of over 20,000 international student athletes (ISA) (NCAA, 2019). ISA face many of the same challenges as domestic student athletes, but have to tackle additional obstacles and roadblocks associated with being an international student (Yao & Mwangi, 2017).

Institutions offer resources to help meet both the academic and athletic needs of student athletes, but there remains a need for research focusing on whether those resources meet the specific needs of ISA (Newell, 2015). Thus, the purpose of this study is two-fold: (1) explore whether the resources currently in place are meeting the needs of ISA as they transition to life at an American university; and (2) gain a richer understanding of specific challenges ISA face and their perceptions of how those challenges are currently met by their university. The current study, in partnership with the athletic department of a mid-major Southeastern university, is part of an ongoing larger study exploring these challenges for both domestic and ISA student athletes.

Researchers utilized a qualitative approach to gain a deeper understanding of ISA transitions and their perceptions of available resources. Specifically, this study leveraged a phenomenological approach which allowed the participants to openly share their perspectives and give meaning to their experiences as ISA (Creswell, 2012). Researchers completed focus group sessions with 14 ISA, currently competing at the NCAA Division I level. Each focus group followed a semi-structured interview format which explored their current or past experiences transitioning to life in the U.S., as well as their experience taking part in a mandated life skills course for all student athletes.

Ongoing data analysis has, and will consist of, transcribing focus group interviews verbatim followed by an open coding procedure. After coding independently, the coding team, consisting of four researchers, will together compare initial codes developed during open coding, leading to more focused coding, allowing for themes to emerge (Patton, 2015; Saldaña, 2013).

Results of the study are expected to contribute to a more extensive understanding of issues directly related to the unique transition which ISA experience. Focus groups with the first 14 participants yielded the following emergent themes: the importance of teammates, adjustment to everyday American life, academic unfamiliarity, discontent with current resources, and disconnects in communication processes. Themes will continue to evolve as data collection and analysis proceeds.

The lived experiences of these ISA will be used to inform and improve the current life skills course at the university. Researchers expect the results could be used to improve the experiences of many of the 20,000 ISA facing similar issues, since a majority of ISA choose mid-major institutions (Chepyator-Thompson, Turcott, & Smith, 2016). The broader implications include continued partnership with athletics to create a more holistic program that serves all student athletes at the university and beyond.
In comparison to their heterosexual counterparts, sexual minority college athletes (often referred to as members of the LGBTQ+ population) are two times more likely to experience harassment (Rankin & Merson, 2012). Due to their sexual orientation, this population is often ignored, excluded from team activities, and subjected to orientation-based derogatory remarks (Rankin & Merson, 2012). Sexual prejudicial behaviors (e.g., negative attitudes, homophobic language, physical harm, purposeful exclusionary acts) are commonly experienced by college athletes who identify as sexual minorities (Herek, 2009). Research repeatedly has demonstrated that athletes who identify outside the heterosexual narrative often are viewed negatively (Anderson, 2011, 2012; Anderson, Smith, & Stokowski, 2019; Gill, Morrow, Collins, Lucey, & Schultz, 2010; Griffin, 1998; Herek, 2009; Krane & Barber, 2003, 2005; Magrath, 2017; Pfeiffer & Mitsunori, 2018; Toomey, McGeorge, & Carlson, 2018). As such, adversity is frequently experienced by the estimated 8,500 National Collegiate Athletic Association (NCAA) college athletes whose sexual orientation falls outside the heterosexual narrative (Coutal, 2018; Gates, 2017).

To acknowledge this underrepresented group, Ottenritter (2012) developed “a framework for understanding and supporting lesbian, gay, bisexual, and transgendered students” (p. 531). This framework relies on organizational support, institutional environment, and the understanding of ‘diverse identities’ (Ottenritter, 2012, p. 531). Sports are seen as social change agents (Cunningham, 2015a), where individuals transcend boundaries through personal identities. Ottenritter’s (2012) framework believes that “understanding and appreciating the importance of sexual identity is key in creating safe environments for LGBTQ students” (p. 533). Numerous studies have demonstrated the competitive advantage of inclusion, as non-inclusive climates negatively affect academic and athletic performance (e.g., Barber & Krane, 2007; Cunningham, 2015a, 2015b; Cunningham & Melton, 2011; Wolf-Wendel, Bajaj, & Springst, 2008). Utilizing Ottenritter’s framework, the purpose of this study was to understand and describe inclusion of college athletes who identify as sexual minority within a NCAA Division I institution (University).

The methodological approach for this study was a phenomenological case study. Through convenience and purposeful sampling (Patton, 2002), this study employed multiple data collection methods including 26 semi-structured interviews with faculty, athletic staff, coaches, and college athletes as well as document review. Through inductive and narrative analysis (Creswell, 2007) three major themes emerged: representation, silence, and accessibility. Representation referred to the fact that college athletes felt they were expected to personify the university in a positive manner. Silence in the present study referred to not expressing in speech or being prohibited from speaking. Accessibility insinuated whether campus inclusivity resources were made known and easily available to college athletes.

The themes of representation, silence, and accessibility demonstrated that the University athletic department did not fulfill the requirements of inclusion but instead created an environment of toleration. The results indicated that much of how college athletes who identify as a sexual minority experienced inclusion is related to how the athletic department addressed or failed to address inclusion. The intent of this study is to positively contribute to the development and implementation of inclusive policies and practices regarding college athletes who identify as sexual minority.
“We’re Hoping it Pays Off in the End”: Middle-Class Parents’ Perceptions of Youth Football

Laurel Whalen, Wayne State University
Nathan McCaughtry, Wayne State University
Erin Centeio, University of Hawaii at Manoa
Jeffrey Martin, Wayne State University
Albert Bimper, Colorado State University

Socio-Cultural - Community (Amateur Sport)  
20-minute oral presentation (including questions)  
Abstract 2020-226  
Session: Youth Sport I

Background:
Football is one of the most popular sports in the United States, despite a high risk of injury associated with the game. Mainstream media and scholarly literature have paid significant attention to the neurodegenerative disease chronic traumatic encephalopathy (CTE) in former professional football players, which has prompted widespread concern about the safety of football down through all levels of competition. Medical experts have warned that youth under the age of 18 should not participate in tackle football (Findler, 2015; Omalu, 2017); however, children between the ages of six and 13 still comprise 70 percent of more than five million participants in the United States (USA Football, 2018). Participation numbers in youth football have steadily declined over the last decade, especially for children from upper and middle-class households. This study aimed to understand why middle-class parents promoted football for their children, despite the known risks, by examining parental attitudes regarding youth football participation and their perceptions of the safety of the game.

Methods:
After obtaining IRB approvals and written consent, 32 youth football parents from five teams in middle-to-upper-middle class suburban neighborhoods were interviewed and observed over the course of a year. Each of the parents completed demographic profiles, were observed twice in a football setting, and participated in individual, hour-long interviews using Bevan’s (2014) semi-structured phenomenological approach.

Analysis/Results:
Data were initially considered using open coding, constant comparison, and analytic induction, and trustworthiness strategies included member checking, triangulation, and peer debriefing. The data, once sorted into themes, was then analyzed using the framework of Bourdieu’s theories of habitus, capital, and field and Lareau’s (2003) theory of concerted cultivation to consider class-based implications of suburban youth football participation. Three predominant themes emerged to explain how middle-class parents negotiated the decision to allow tackle football, despite their considerable access to information suggesting the risks: a) football cultivated skills that parents perceived to be valuable for the future, b) it was an outward proxy to suggest they were “good parents” in relation to their peers, and c) their promotion of a hyper-masculine activity was a rejection of a softening American male culture.

Conclusions:
More than other socioeconomic classes, the middle-class, according to both Bourdieu (1984) and Lareau (2003), is especially conscious of reinforcing a class habitus that establishes and advances their social and economic position. A shrinking American middle-class has left parents anxious about the future and more intent on curating a childhood that appropriately develops the minds, bodies, and cultural skills of their children. In this way, parents used youth football to promote the development of psychosocial traits that established and reinforced values relevant to their middle-class habitus and that would prove useful in adulthood. Specifically, parents perceived football as a way to foster the toughness required for a competitive professional future. Although the potential risks of football participation certainly played into parents’ considerations, their child-centered lives made it difficult to say 'no' to an activity that was socially desirable for children and parents alike in the suburban landscape.
In 2019, millions of civilians across the world engaged in “climate strikes” (Kaplan et al., 2019), raising collective concerns and demanding immediate and accountable actions from governments and corporations to tackle the looming existential crisis (UN Intergovernmental Panel on Climate Change [IPCC], 2018). Building upon the growing research of sport and climate change as well as literature in Indigenous Environmental Studies, this conceptual paper argues for a recontextualization of the topic with a framework that foregrounds historical accountability and Indigenous worldviews.

While many sport activities require appropriate climate conditions, sport’s entanglement with climate change manifests in two other major ways. First, sport events, products, and activities create considerable carbon emission (Lenskyj, 1998; Pfahl, 2015). Second, thanks to its enormous appeal, sport can be used by fossil fuel industry to “greenwash” (Johnson & Ali, 2017; Miller, 2017) but also is a sector that holds potential to inspire and engage a wide range of stakeholders on climate and environmental issues (United Nations, 2018). Still small in numbers, research that connects sports with climate change has grown in recent years (Mallen, 2017; Trendafilova & McCullough, 2018). Some studies examined the mainstream sustainability practices taken by sport organizations (e.g., Johnson & Ali, 2018; Sartore-Baldwin & McCullough, 2018; Trendafilova, Babiak, & Heinze, 2013). Some others critiqued (Millington et al., 2016; Wilson, 2012) the tendency for economic incentive to prevail when environmental measures are taken in sport industry. Still others focused on the direct impact of climate change on sport organizations and proposed temporary solutions (e.g., Dingle & Stewart, 2018; Orr & Inoue, 2018; Spector et al, 2012; Scott et al., 2015).

While this literature (mostly authored by scholar situated in the Global North) has greatly enhanced our understanding of sport, management, and climate change, I consider two important perspectives that further add to its strength. First, there is a need to contextualize sport and “climate change” with a lens of historical accountability. That is, “climate change”, rather than merely a biophysical phenomenon, is also a result and continuation of inequitable social relations inseparable from global history of colonial and industrial expansion (Simms, 2009; Srinivasana et al., 2007). Therefore, groups (e.g., powerful sport organizations in the Global North) that have historically benefited from this process should undertake more responsibility in addressing the problem. Second, this literature needs to include critical perspectives from Indigenous communities, who have experienced environmental crises since the start of colonialism (Davis & Todd, 2017). As Yuchi scholar Daniel Wildcat (2010) noted, today’s presence of climate refugees is a déjà vu of historical relocation and displacement of Indigenous Peoples.

Drawing from ecological economics, and Indigenous environmental studies (Gilio-Whittaker, 2019; Martinez-Alier, 2012; Whyte, 2017; 2018), this paper will discuss why sport research on climate change and environmental sustainability will benefit from taking into consideration, first, the perspective of historical accountability, and second, the alternative perspectives (e.g. those deeply rooted in Indigenous cosmologies) outside mainstream environmentalism. It will then discuss the implications for solutions that might be offered by sport sector and powerful sport-related organizations in the Global North.
A Critical Discourse Analysis of the National Collegiate Athletic Association Response to the Federal Investigation into Men’s College Basketball

Max Klein, University of Connecticut

On September 27, 2017, the Federal Bureau Investigation (FBI) arrested 10 individuals connected to National Collegiate Athletic Association (NCAA) Division I men's basketball programs on charges of bribery, money laundering, and wire fraud. In response to the public release of this investigation, the NCAA formed the Commission on College Basketball (CCB), to address “fairness and opportunity for college athletes, coupled with the enforcement capability to hold accountable those who undermine the standards of our community” (Emmert, 2017, p.1). Hence, the purpose of this study was to analyze the NCAA’s response to the FBI investigation into men’s college basketball. Despite widespread reform recommendations dating back from the NCAA’s inception, I argue the timing of creating the CCB suggests the NCAA is more concerned with protecting their ideological hegemony than improving the quality of life of and professional development opportunities for college athletes. Using a critical discourse analysis of stakeholder responses (NCAA, college sport reform groups, and select sport and non-sport media outlets), findings revealed how the NCAA responses reflect their escalating commitment (Staw, 1976) towards amateurism as well as the role of racialized interest-convergence as outlined in critical race theory (CRT; Bell, 1980, 1992). Implications for policy and practice are discussed.
A Critical Examination of Women with Acquired Physical [dis]abilities: Reclaiming a Sense of Community Belonging through Physically Active Leisure

Katherine Gatt, Brock University
Dawn Trussell (Advisor), Brock University

Socio-Cultural - Community (Physical Activity)  
20-minute oral presentation (including questions)  
Abstract 2020-229  
Session: Community

Rationale: Understanding the perspectives of women with acquired physical [dis]abilities is important as women who have lived only with [dis]ability have different experiences of [dis]ability than women who acquire a disability later in life (Charmaz, 1991; Rohrer, 2005; Sherill, 1993). The term “acquired physical disability” encompasses a broad array of [dis]abilities resulting from trauma or disease (Dunn & Brody, 2008). Adjustment to living with an acquired [dis]ability is an on-going process (Tagaki, 2016). Women who acquire a physical [dis]ability such as a spinal cord injury have to negotiate many kinds of constraints in daily life and deal with continual adjustment (Lee, Dattilo, Kleiber, & Caldwell, 1996). For example, individuals with acquired physical [dis]abilities may experience psychological conditions such as depression, lower quality of life, and isolation (e.g. McKinley & Meade, 2004; Tonack et al., 2008). Additionally, some women experience changes in the way people act toward or interact with them (Brittain, 2004).

However, as argued by Tagaki (2016), “experiences of people with disabilities cannot be simply examined from positive aspects or negative ones; both aspects are required” (p.1). For example, research has shown that physically active leisure (e.g. competitive team sport) has allowed women to “actively reconstruct their subjectivities around notions of disability very soon after their accidents or illnesses, drawing instead upon identities based on being an athlete” (Ashton-Shaeffer et. al, 2001, p. 11).

Aim of the Study: The purpose of this study is to understand the physically active leisure experiences of women with acquired physical [dis]abilities. Specifically, it aims to critically examine how women with acquired physical [dis]abilities negotiate, resist and/or become empowered through physically active leisure in the community context. Drawing from feminist social constructivist theory and sensitized by critical [dis]ability studies, this paper frames the construct of [dis]ability as “the way society ‘disables’ people with impairments through attitudes, policies and built environments that exclude, oppress and/or make it difficult to participate in mainstream society” (Wedgewood’s, 2011, p. 101).

Methods: A grounded theory approach was used and a purposive sample of eight women, between the ages of 27-45, participated in this study. Consistent with grounded theory, semi-structured interviews were used as the primary methods of data collection to understand the participants’ perspectives (Birks & Mills, 2011). Data analysis was guided by the qualitative techniques characteristic of grounded theory: initial coding, focused coding, and axial coding (Charmaz, 2006).

Findings: Three major themes emerged that best reflect the researchers’ interpretations of the participants’ experiences: 1) The Essentiality of Physically Active Leisure to Negotiating her Changing Health Considerations, 2) Confronting the Stigmatizing Gaze as a Woman with an Acquired Physical [dis]ability, and 3) Building Agency and Sense of Connection in the Community. Moreover, the major themes resulted in the culmination of experiences leading to the Core Theme: Reclaiming a Sense of Community Belonging Through Physically Active Leisure.

Implications: This study highlights the opportunity for women with acquired physical [dis]abilities to re-engage with physically active leisure and develop a sense of belonging within both [dis]ability specific and mainstream community spaces.
Are We Creating Sport Management Programs that Support Female Students?

Laura Burton, University of Connecticut
Danielle DeRosa, University of Connecticut

Abstract 2020-230

Socio-Cultural - Diversity (Other) virtual asynchronous
20-minute oral presentation (including questions)

There is an emerging line of research examining the experiences of women within sport management academic programs. This inquiry has explored the experiences of women in faculty positions teaching in sport management programs and also the experiences of women as students in sport management programs. The evidence drawn from this research indicates women are having less positive experiences, including experiences of incivility in the classroom (Taylor, Smith, Rode & Hardin, 2017), negative stereotypes regarding sport knowledge (Harris, Grappendorf, Aicher, & Veraldo, 2015), and feeling ostracized by their male students (Sauder, Mudrick & DeLuca, 2018), as compared to men in sport management programs. Further, women continue to be underrepresented in undergraduate sport management programs as they make up approximately 36% of students (Barnhill, Czekanski, & Pfleegor, 2017) compared to the overall female undergraduate population of 55.8% (Snyder & Dillow, 2015). As more girls and women participate in sports (NCAA, 2016), it is possible that more women will be interested in pursuing careers in sport, including sport management. However, as noted in the research above, there is evidence that many women are not having positive experiences in sport management programs. Faculty can create and sustain equitable learning spaces through instruction by surfacing the lived experiences of both students and teachers while making relevant connections to subject-matter learning (Bolizer et al., 2016). In addition, they can facilitate students’ sharing of their multiple identities. This study will explore if or how sport management faculty are considering the design of program curricula to better support underrepresented students, specifically women, in their programs.

Sport organizations yield better outcomes when they support a more diverse and inclusive organizational culture (e.g., Cunningham, 2011 & 2015). In college classrooms, there is evidence that diverse and inclusive classroom environments yield positive results for students, including those with minoritized identities (i.e., race/ethnicity, gender, sexual orientation) (Denson & Chang, 2009; Laird, 2005). Given that diverse and inclusive spaces yield both positive student and organizational outcomes, we propose that faculty who provide these opportunities in their classrooms and curricula in sport management may be also be providing positive outcomes for their students. However, there is limited research available about faculty perceptions regarding the development of diverse and inclusive curriculum in sport management, whether and how faculty support diverse and inclusive classrooms in sport management programs, and if faculty perceive this approach to curriculum development as beneficial for underrepresented students (e.g., women).

We will utilize a phenomenological qualitative research design and collect data by interviewing faculty who self-identify as educators who develop and implement diverse and inclusive curriculum and classroom environments in their sport management programs. Data will be analyzed using an inductive coding scheme (Creswell & Creswell, 2018). Findings from the analysis will be used to develop recommendations to help support more diverse and inclusive teaching strategies that are applicable to sport management programs.
Coaches play an instrumental role in the experience of youth sport participants. For example, coaches influence outcomes such as bullying (Shannon, 2013), motivational orientations (Smoll, Smith, & Cumming, 2007), effort (Rowold, 2006), overall engagement (Mageau & Vallerand, 2003), and positive youth development outcomes (Legg, Newland, & Bigelow, 2018). In addition, coaches often serve as role models for their athletes (Newland, et al., 2015). Given the important role that coaches play in youth development, it is important to have coaches who represent diversity in both gender and ethnicity. Existing research supports the importance of diverse role models especially for culturally diverse youth (Ellison, 2011). However, coaching positions continue to be dominated by groups that yield the greatest power, thus reinforcing the marginalization of individuals from more diverse backgrounds including women and individuals of color (Adair, Taylor, & Darcy, Wicker, 2017). Female coaches, especially female coaches of color, are underrepresented in coaching which can be attributed to challenges including stereotypes and existing hegemonic masculine norms (Burton, 2015).

Intersectionality theory suggests that one’s lived experience cannot be reduced to one characteristic (Simien, Arinze, & McGarry, 2019). Indeed, female coaches have noted that cultural forces such as class and race interact with gender to influence their experience (Brandy, 2014; Burton, 2015). Within sport, intersectionality theory has been used to study athletes (e.g. Simien, et al., 2019); however, limited research exists that explores the experience of coaches, and especially coaches at the recreational level. Focusing on intersectionality within the lived experiences of minority female coaches is thus an important step in understanding the underrepresentation of this group within sports roles.

A substantial body of research within sport examines the motivations and experiences of sport volunteers and coaches; however, the bulk of existing research explores the experience of head coaches of collegiate or elite level teams (Burton, 2015). This leaves a gap in understanding the experiences of volunteers and coaches who are not in positions at a highly competitive level. Further, researchers have noted the importance of additional research related to diverse population groups, including intersectionality within sport (Hoeber, 2010; LaVoi & Dutover, 2012). Given that race and gender play a role in an individual’s lived experience, it is worth exploring the intersectionality of minority female that hold a coaching role.

The purpose of this present research is to explore the lived experiences of minority women who are coaches in recreational community sports. The primary instrument for data collection are semi-structured interviews. Currently, five interviews have been completed. Additional interviews are scheduled and will continue until data saturation is met. Interview questions and prompts have been developed to allow the participants to share their story (Clandinin & Connelly, 2000). Interviews are being recorded and transcribed for analysis where qualitative themes will be developed. Consistent with a narrative inquiry approach, analysis and presentation of data will evolve through the research process (Clandinin & Connelly, 2000; Smith, 2010). This research will provide insights for sport managers and may aid in recruitment and retention of a more diverse pool of coaches.
Causes and Consequences of Fanship among Adolescent Female Football Players

B. Christine Green, George Mason University
Laurence Chalip, George Mason University
Wonjun Choi, University of Illinois

There has been substantial interest in the formation of sport fanship and the effects that fanship can have. Research demonstrates that fanship is learned through processes of socialization (Gantz, Fingerhut, & Nadorf, 2012), and that family and friends play key roles (Kolbe & James, 2000; Greenwood, Kanters, & Casper, 2006). Other work shows that social support from family (Beets, Cardinal, & Alderman, 2010) and friends (Sheridan, Coffee, & Lavallee, 2014) while playing sport affects ongoing attitudes and participation intensity, especially for adolescent girls (Laird, Fawkner, Kelly, McNamee, & Niven, 2016).

Elsewhere, it has also been suggested that playing sports might help to drive fanship in sports, although studies in several countries have failed to find such an effect (Chalip, 2016). That could be because the psycho-social experience of sport participation depends on social support, which might then flow to fanship. That possibility remains to be tested.

There has been ample work on the effects of fanship (Wann, Melnick, Russell, & Pease, 2001), but that work has not examined whether fanship might drive athletes’ interest in upward transitions. Motivating athlete transitions is a key task for sport development (Green, 2005). Since fanship indicates interest in a sport, it could affect athletes’ future plans.

This study tests the relationships suggested above.

Female, HS flag-football players (N=161) completed questionnaires measuring: support for football participation, sport participation history, football fanship, and interest in playing women’s tackle football. Nine items representing two factors (family support, friends’ support) were measured on a 3-pt scale from 1=against me playing to 3=very supportive. Factor scores were used in further analyses. Frequency of pick-up football was measured from 1=rarely to 3=often. Players provided a history of their sport participation between the ages of 6 and 17. Data were collapsed to indicate players’ experience in recreation sport and travel sport. Three fanship items were measured on 5-pt Likert scales. The items represented a single fanship factor; factor scores were used in further analyses. A single Likert scale item measured interest in playing tackle football.

Data were analyzed via path analysis. Football fanship was regressed on family support, friend support, pick-up football, recreational sport, and travel sport. Items with non-significant betas were removed iteratively until all paths were significant. Pick-up football and both support variables predicted fanship: R2 = .14, F(3, 157) = 8.46, p < .001. Future intentions were then regressed on fanship in block 1, followed by support and participation in block 2. The model was refined by removing non-significant pathways. The overall regression was significant: R2 = .11, F(3, 157) = 6.33, p < .001. Fanship and recreational sport participation positively affected interest in playing tackle football, while travel sport had a negative effect. Fanship fully mediated the effects of social support.

Results suggest that social support conditions the degree to which playing a sport drives fanship, and that fanship can have a positive effect on athletes’ desire to transition upwards. Recreational play also encourages transition, but travel team experience has the reverse effect. Implications for theory and practice are discussed.
Competing Values: The Role of Value Congruence in Female Administrators’ Career Advancement

Evan Davis, The Ohio State University
Moetiz Samad, The Ohio State University
Donna Pastore (Advisor), The Ohio State University

Socio-Cultural - Work-Life (College Sport)
10-minute lightning talk (including questions) virtual asynchronous
Abstract 2020-233
Session: Human Resource Management

Research has continuously shown that women are underrepresented in leadership positions throughout sport (Burton, 2015). Through an examination of career experiences, researchers have sought to understand how women develop career goals, receive mentorship, and develop skills (Bower & Hums, 2013; Hancock & Hums, 2016; Taylor & Hardin, 2016). Despite continuous efforts to understand the career experiences of women, little work has examined how value congruence influences women’s career advancement in sport. Hancock and Hums (2016) noted that female administrators may struggle with the ‘competing values’ present in intercollegiate athletics. That is, administrators in intercollegiate athletics must grapple with increased pressure to win and pursue capitalistic gains, while maintaining the goal of holistic athlete development (Cooper & Weight, 2011). Ultimately, competing values may deter women from seeking opportunities to advance within their athletic departments, as higher positions may lead to value incongruence (Hancock & Hums, 2016). The purpose of this study is to extend the literature on value congruence, by examining how female intercollegiate athletic administrators’ value congruence influences their decision to advance within their organization.

Value congruence, the degree to which individual and organizational values align, plays a vital role in individuals’ careers. Those with high value congruence are likely to have greater satisfaction in their job and commitment to their organization (Kristof-Brown, Zimmerman, & Johnson, 2005). To examine value congruence, this study will employ a person-environment (PE) fit framework. PE fit is noted as being a useful framework to understand how one’s values match to their respective organization (Hamm, MacLean, Kikulis, Thibault, 2008; Wealty-Peachy & Bruening, 2012). PE fit consists of five dimensions: person-job, person-organization (PO), person-vocation, person-group, and person-individual (Kristoff-Brown & Guay, 2011). The dimension of PO fit, the congruence between organizational values and individual values (Kristof-Brown & Guay, 2011), will serve as the primary focus, as our interests are in the relationship between the individual and their organization.

To best support the aforementioned, the research questions to guide the study are: (1) To what extent do female administrators’ values and beliefs align with their organizations? (2) To what extent does value congruence/incongruence facilitate or impede female administrators’ career development? (3) How does a female administrator’s value congruence influence their decision to advance within their organization? (4) What are the barriers and what are the advantages within organizational culture of an athletic department? Following the guidelines presented by Stake (1995), the current research will utilize a case study approach to provide opportunities of gathering descriptions and interpretations of participants through lived experiences. Each participant will have their unique stories to share and how they navigate the issue of personal and professionals values (Stake, 1995). The researchers will focus their study at a large Midwestern university through semi-structured interviewing processes of 10 female identifying administrators. In focusing on the specified participants, the gap to be addressed is how women navigate PO fit within athletics. By the proposed implementation, common and differing themes will be presented while the implications regarding continued research among values in women and athletics are discussed.
Cricket, Colonialism, Politics, and Globalization - The Rise of a Cricketing Nation

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Joshua Newman (Advisor), Florida State University

Socio-Cultural - Other (International Sport) virtual asynchronous
Poster Abstract 2020-234 Session: Poster Session III

Colonialism creates a new form of structure which transforms the traditional forms of culture in society (Cohen & Scott, 1996). Colonial conquests were accompanied not only by economic, political, and military hegemony but also through the dissemination of cultural and traditional practices (Fischer-Tine, 2004). Particularly, the British colonizers were instrumental in revising the discourse of civil society in India by instituting mechanisms of authority. One such cultural product which would go on to become a symbol of national identity for India was the sport of cricket. Cricket was brought to India by the British and subsequently, it became a central cultural theme of British imperialism in India (Guha, 1997; Sen, 2001). Besides, cricket was used as a business model by the British colonizers to cement the relations with their new colony (Guha, 1997; Majumdar, 2002). Further, this sport found mentions in the annals of global sporting history which transformed the perceptions of contemporary sport in India.

Given the imperialistic lineage of cricket in India, existing literature has focused on recording the origins of Indian cricket through the lens of colonialism. In colonial India, cricket was fostered through the participation of members from the affluent class. On one hand, the affluent classes, especially the ‘maharajas’, viewed cricket as a diplomatic tool to further their ambitions of gaining political prowess over their adversaries (Majumdar, 2005). On the other hand, long-standing social and business rivalry between different affluent communities led to the establishment of cricketing clubs and competitive tournaments that nurtured and proliferated the game of cricket in India (Guha, 1997). The existing literature is replete with accounts of the rise in popularity of cricket in India, but very few studies have analyzed the concoction of colonial prerogative of the British colonizers and internal politics of affluent classes in contributing to the ascent of cricket in India.

Today, cricket has become a global sport and the movement of players across borders to play in financially rewarding leagues, especially the Indian Premier League, has been instrumental in the globalization of sport (Tendulkar, 2014). As a constituent of world cricket, the Board of Control for Cricket in India, the governing body of Indian cricket, commands a hegemonic and powerful position in the world cricket where it contributes sizeably to the total revenue of the International Cricket Council, the global governing body of cricket (Devan, 2012). This has led to the creation of a new order of sovereignty in world cricket. The current study contributes to the existing literature by providing a historical account of the inception, ascent, and the rise to prominence of the game of cricket in post-colonial India. Additionally, a theoretical framework is formulated to explicate the effect of colonialism on the dissemination of sporting cultures and its effects on the ensuing globalizing context of contemporary sporting practices. In light of its impact on contemporary sporting culture, a better understanding of the construction and evolution of sporting cultures over time is facilitated through this study.
Since the early 2000s, sport management scholars have been making calls to the field to include more critical social science (CSS) in their research. Specifically, in her Zeigler address to the North American Society of Sport Management, Frisby (2005) highlighted the use and applicability of critical approaches to advancing the academic area of sport management. It has been over a decade since Frisby’s (2005) call to action, and while there have been improvements in the diversity of research approaches taken in sport management (e.g. Kitchin & Howe, 2013; Shaw & Hoeber, 2016), little is known regarding how CSS approaches are employed in sport management research. As such, the purpose of this scoping review is to examine the trends, gaps, and state of the use of critical research approaches in the sport management. Investigating the use of critical approaches in sport management is necessary to understand the growth and applicability of such approaches over time and their contribution to the sport management body of literature. As scholars have highlighted, the use of critical approaches in sport management work will help push the management field to expand our understanding of sport’s role in society, and to provide a strong theoretical basis for practical improvements (McGarry, 2019).

For this scoping review, inclusion criteria consisted of: 1) scholarly, peer-reviewed articles, available online, and written in English; 2) authors must have specifically stated employing a critical approach; 3) the research must fit within the following definition of sport management: the coordination of the production and marketing of sport services and sport organizations, including sport management education (NASSM, 2019). This definition was developed by consulting the Journal of Sport Management and the North American Society for Sport Management website (2019).

This review undertook two systematic search methods: 1) the traditional databases search; and 2) a systematic manual search, as previously suggested by Teare and Taks (2019). In the first method, five databases (i.e., ProQuest Social Sciences, ABI Inform, Business Source Complete, SPORTDicsus, Sport Medicine and Physical Education Index) were examined for articles where critical social science approaches were used in the context of sport management. Article titles, keywords, and abstracts were examined for relevance. The second method involved searching the online issues of academic journals for articles that employed critical social science approaches. Starting with the top three journals in sport management (JSM, SMR, and ESMQ), article titles, keywords, and abstracts were examined for relevance. After each round of journal search, the reference lists of identified articles were examined for additional relevant journals, undergoing a full search. This process was repeated until no new articles and journals arose. The database search yielded 117 articles. The systematic manual search is currently in progress. Further results on the state of the use of critical social science in sport management research will be presented.
Dear Student-Athlete: Illuminating the Voices of Former Female Student-Athletes of Color

Kristi Oshiro, Texas A&M University
John Singer (Advisor), Texas A&M University

Socio-Cultural - Diversity (College Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Intersectionality
Abstract 2020-236

According to the Racial and Gender Report Card, in 2017-2018, nearly 30% of all female student-athletes across NCAA Divisions I, II, and III were student-athletes of color (Lapchick, 2019). This is noteworthy because race and gender are salient diversity matters in the world of college sport, and racism and sexism in particular continues to permeate this space (Brooks & Althouse, in press; Fink, 2016). While scholars have examined the lived experiences of Black male college athletes (Cooper, 2019; Hawkins, 2010; Singer, 2019; Smith, 2013) and some work has addressed the role of gender at play for White female student-athletes in particular (Blum, 1994; Johnson, Power, & Dick, 1999; Powe-Allred & Powe, 1997; Walker and Melton, 2015) not enough attention has been given to female student-athletes of color.

Since sport management scholar, Jennifer Bruening (2005) called for the need to make Black females more visible and central to sport studies, some scholars have focused their work on the lived experiences of this important student population at historically white college and universities (HWCU) in the United States (US). For example, Akilah Carter-Francique (2013) has built on Bruening’s scholarship (Bruening, 2005; Breuning, Armstrong, & Pastore, 2005) and some of the earlier work of scholars such as Yevonne Smith, Doris Corbett, and Tina Sloan Green to examine the lived experiences of Black female athletes. Despite this, there is still a dearth of research with Black female athletes, but even less with other racial minority female athletes at HWCU’s in the US.

We draw from critical race feminism (CRF) (Wing, 2003) and intersectionality (Crenshaw, 1991) as complimentary epistemological frameworks and theoretical tools that can be used to better understand racialized and gendered experiences of women of color by privileging their voices in the research process. Moreover, this study seeks to begin filling the aforementioned gap by focusing on Black female athletes and particularly their less talked about racial minority peers (i.e., Asian/Pacific Islander, Latina, Native American) who participated in college sport at HWCU’s.

In line with this call from sport management scholars to embrace contemporary and creative qualitative approaches to research in the field (Shaw & Hoeber, 2016; Hoeber & Shaw, 2017; Rinehart, 2005), this study will triangulate three forms of data collection techniques: (a) Background questionnaire, (b) Oral history, and (c) Written narrative to centralize the voices and perspectives of these historically marginalized groups. A general inductive approach (Thomas, 2006) will be used to analyze the data derived from this study as we strive to unpack the core meanings emerging from the individual cases of the twenty female athletes of color who participate in this study.

We will discuss the findings from our study with these former female student-athletes of color, and illuminate both the theoretical and practical implications this work has for the field of sport management.
Examining Multicultural Youth's Cultural Capital in Sport: Fanship and Competency to Enjoy Sport

Wonyul Bae, Ithaca College
Sungmin Kheel, Ewha Woman's University
Dongyoo Han, Hannam University

Socio-Cultural - Diversity (Physical Activity)

Cultural capital is regarded as the cultural characteristics of a group as a means of maintaining the group’s social class through individuals (Bourdieu, 1974; DiMaggio, 1992). In the context of sports, the individual’s attitude towards watching and participating in sporting events can be a part of his/her cultural capital. This is based on the sense that sports can be classified as a strictly cultural area. Understanding cultural capital, in regard to sports, can explain or predict an individual’s sport-related behavior. Analyzing the cultural capital of multicultural families and their youths’ in regard to their participation in sports can grant fundamental strategic advantages for a sport practitioner marketing to this new consumer segment. The outcomes of this study will provide a starting point for creating another micro sport marketing strategy for sport practitioners. It is also expected to contribute to providing a more effective approach by broadening the level of knowledge of multicultural sport participants, which is recognized as a rapidly growing consumer group in Korea (Statistics Korea, 2019), a major market in the Asian sports market.

Prior research has addressed cultural capital with body image, sporting activity participation and sports spectatorship (ward, 2011), with development via sport in disadvantage community (Skinner, Zakus, & Cowell, 2008). Yet, measuring cultural capital of a youth group from multicultural background and explore their relationship to competency to enjoy sports and consumer behaviors not has been studied.

The purpose of this study is: (a) to examine the sport cultural factors which impact the designated sport users; (b) to find the relationship between the demographic factors of participants (e.g., parents’ education level) and sport related cultural capital (e.g., parents’ sport preferences, the participants’ out-of-school sport activities); (c) to analyze the link between cultural capital and competency to enjoy sports / fanship; (d) to determine possible implications of these findings for attracting the future sport users.

Method:

The survey will be distributed to youth groups who are members of multicultural family centers (n>200) in multiple cities. The survey is composed of five sections: (1) Multicultural Background; (2) The Cultural Capital Scale (DiMaggio, 1982); (3) Competency to Enjoy Sport (Sport Literacy) (Choi, 2018); (4) Frequency of Participation in Sports; (5) Sport Fanship Questionnaire (Reysen & Branscombe, 2010). A pre-existing scale will be revised in proper language for internal consistency and concurrent validity will be checked before proceeding statistical analysis. In order to verify directional relationship among factors, the structural equation model (SEM) will be conducted for major statistical analysis. In addition, demographic data (income and education levels of participant parents) will be used to investigate the impact on the main variables of this study (e.g., cultural capital).
Exploring the Influence of Parent-Child Socialization on Pre-Adolescent Children’s Sport Involvement in the Context of Family Acculturation

Yilun Zhou, Old Dominion University

Socio-Cultural - Family (Youth Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Youth Sport I

Abstract 2020-238

Introduction

Given the importance of parents in a child's life, a large body of research in the sport literature has examined the role of parents in children’s sport socialization. For example, parents sign their children up for sport and physical activities (Howard & Madrigal, 1990), encourage children (Green & Chalip, 1997), teach and advise them (DeKnop, Van Driessche, & Wylleman, 1993), and serve as role models for children in contexts involving physical activity (Jambor, 1999). However, there exists a shortage of research on how parents influence children’s sport participation before adolescence. Moreover, the existing literature on sport socialization typically adopted a deterministic and linear approach (Coakley, 2015), arguing that sport involvement functions as a vehicle for the transmission of values external to the sport world. Yet, few studies have emphasized the existence of diverse cultural values and demands in a society in the era of globalization. The purpose of the study was to explore the influence of parent-child socialization on pre-adolescent children’s sport involvement in the context of family acculturation. This study was guided by three research questions: (1) Through what paths do Chinese immigrant parents socialize their child into sport? (2) How do fathers and mothers differ in their ways of socializing their child into sport? (3) What is the role of children in the sport socialization process?

Methods

This study employed a multiple-case studies design (Stake, 2013), which involved an in-depth exploration of the parent-child sport socialization process within and across selected families. In the project, we utilized multiple forms of data collection, including participant observations, face-to-face interviews, and parents’ journals. The data were collected from the fathers, mothers, and pre-adolescent children from 11 Chinese immigrant families residing in the Houston metropolitan area. Each family’s data were compiled as a case study narrative, on which within-case and comparative coding and analyses were conducted (Yin, 2003).

Findings and Discussions

We identified three major themes and a number of sub-themes. First, the findings revealed six common types of sport socialization paths provided by parents. These formal and informal sport socialization paths varied between families due to the differences in parents’ sport socialization goals. Second, Chinese immigrant fathers and mothers usually took on complementary roles, and the gender of the child (along with their preferred sport) usually affected the responsibilities and the roles taken by fathers and mothers. Third, the findings demonstrated that parents’ sport socialization behaviors were often conditioned by the responses of the child. The relative power between parents and children varied due to factors such as children’s age, gender, sport performance, and parents’ socialization goals.

The findings of the study add to the existing sport literature by presenting how parent-child socialization influences pre-adolescent children’s sport involvement and by incorporating the father-mother-child triad to explore generational and gender differences. We believe that the findings have important practical implications for how to provide sport programs in areas with large populations of immigrant families and youth.
Expressions of Civic Identity in Relation to a Suburban Stadium District

Timothy Kellison, Georgia State University

Socio-Cultural - Community (Professional Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Community
Abstract 2020-239

Sports venues and the events that take place within them are engines of social capital because they provide “societies and/or fan nations…opportunities for interaction to members of that group and reinforce and introduce support for their collective identity” (Seifried & Clopton, 2013, p. 54). Even before a sports venue opens, the mere prospect of a new stadium development offers residents a chance to participate in community affairs through the expression of their support of or opposition to the proposed project (Kellison, Sam, Hong, Swart, & Mondello, in press). For venues planned for or located in the urban core, this collective identity may be largely concentrated inside the central city.

Conversely, in rare projects sited outside a major metropolitan center, that civic identity may be anchored elsewhere. One such case is SunTrust Park, the $722-million home of the Atlanta Braves that opened in Cumberland, Georgia, in 2017 (Center for Sport and Urban Policy, 2019). Cumberland is an unincorporated suburb about 13 miles north from the team’s former stadium in downtown Atlanta. Like other projects leveraging stadiums as catalysts for growth in large downtown commercial and residential hubs, SunTrust Park anchored a new mixed-use development called The Battery Atlanta. However, because of its atypical location, it may also serve the function of a suburban downtown. According to Dixon (2015), these suburban centers “evidence a strong civic mission that reflects growing suburban aspirations for community-rich environments. They are generally sponsored by local government, have an unmistakably public character, and are denser and more socially diverse” (p. 123). While usually existing in the urban core, a stadium district situated outside the city center may have additional value by providing a suburban community with the opportunity to form a civic identity.

In light of this distinction, the purpose of this study was to examine the attitudes of citizens impacted by a suburban stadium district. Specifically, I analyzed the perceived impact of a stadium development on the local community and considered how the development served as a means through which residents could express their civic identity with the suburban community. Empirical material collected from 134 randomly selected active voters in Cobb County was analyzed using Blair’s (2015) combined approach, a hybrid technique in which aspects of both grounded theory methodology and template coding were applied.

Twenty-one preliminary codes and six categories emerged. The primary themes were established a priori based on three common dimensions of civic identity: membership, rights, and participation. The results of the study indicate voters in Cobb appraised the ballpark district plan within the context of their civic identity.

Rather than thinking about Cobb’s place in the greater Atlanta area, voters focused on the project’s implications on Cobb as an autonomous and sovereign community. Broadly, the results of the study illustrate how a suburban sports venue (prospective or built) can foster a localized civic identity among residents, further developing the suburban community’s political, economic, and social distinctiveness from the wider metropolitan region.
Finding Foreigners: Examining US College Basketball Coaches' International Recruitment Strategies

Ryan Turcott, Gonzaga University
Nalani Butler, Kennesaw State University
Matthew Lee Smith, Texas A&M University

Socio-Cultural - Diversity (College Sport)
virtual asynchronous
20-minute oral presentation (including questions)
Session: Internationalization

The intersection of elite sport and globalization has allowed for a rapid expansion of sport labor exchanges across the world. While sport labor migration research has tended to keep the spotlight predominantly on the migrant athletes, the role of the sporting coach or manager in recruiting elite international athletes has been under-investigated. This research project focuses on college basketball coaches in the United States due to their central role in deciding recruitment strategies and the recent spike in the number of international student-athletes migrating to the U.S. to participate in the sport of basketball. The 2019 NCAA International Student-Athlete Report shows that 13% and 12% of all active Division I men’s and women’s basketball players, respectively, are non-U.S. nationals, representing an overall increase of approximately 5% for each gender category since 2010.

The recruitment of international basketball players by U.S. college coaches is initiated and interconnected through various forms, including but not limited to: FIBA-sponsored international tournaments, sponsorship showcase tournaments, online digital videos, online recruiting services, personal coaching staff networks, junior colleges, prep schools or high schools. Coaches have gone as far as targeting specific regions of the world in search of athletes of a certain sport position. Basketball coaches at the professional and intercollegiate levels have traditionally sought-after international players at the center position compared to point guards, shooting guards, or forwards (Eschker et al., 2004; Turcott & Pifer, 2018). Lastly, in the era of globalization, where sporting managers are able to instantly evaluate and communicate with athletes from long distances, the need for intercultural capabilities have become increasingly necessary in the coaching profession.

The purpose of this research project was fourfold: (a) identify coaches’ Division affiliation and strategies for recruiting prospective international student-athletes; (b) identify future international recruitment efforts; (c) understand basketball positional preference amongst international players; and (d) position intercultural leadership theory as a means of understanding international athlete recruitment. Data was collected from a cross-sectional convenience sample of 351 participating coaches from NCAA, NAIA, and NJCAA colleges and universities. Responses were compared by whether or not the coach reported having ever coached an international player, using Chi square tests for categorical variables and independent-sample t-tests for count variables.

This study will discuss the results of the survey in light of whether preferential recruiting methods correlate with a coach’s intercultural leadership experiences and abilities. Duchesne et al. (2011) found that working with international athletes can aid and develop coaches' cultural competency. Concludingly, this study is a strong indicator of how some coaches are more readily willing to seek players of different backgrounds and nationalities, which could lead to certain advantages by broadening their recruiting options. Coaching staffs with less international connections or staff members who played overseas appear to be more willing to pay for online services that facilitate international player and college coach connections. There also appears to be a pipeline effect where coaches are able to use former international players to grow their international networks in the home regions of formers players.
Gendering Assemblages in eSports Online Streaming: An Actor-Network Analysis of Online Media Technologies and Gender Practices

Xiaohan Lei, Florida State University
Hanhan Xue (Advisor), Florida State University

Socio-Cultural - Diversity (Online Community) virtual asynchronous
20-minute oral presentation (including questions) Session: eSports/Gender

Abstract 2020-241

Esports has become one of the most rapidly growing facets of the sports industry (Cunningham et al., 2018; Funk et al., 2018; Heere, 2018). Esports online streaming, within this booming industry, has proven particularly profitable. According to Newzoo (2018), approximately 380 million people watched esports online in 2018 and the market is estimated to grow to $1.65 billion by 2021. The burgeoning commercial feature of esports online streaming, however, has concomitantly grown in association with concerns about social isolation, sexism, and misogyny (Jonasson, 2010). Scholars have argued that online gaming, as a form of spectator sport, creates a platform through which gendered conversations and objectification occur (Nakandala et al., 2017). For female esports streamers, common stereotypes include ‘they should be young, beautiful, always wearing make-up’ and their streaming room usually engenders ‘topics in relation to the minutiae of their body’ (D’Anastasio, 2018). In addition, female streamers are pejoratively considered to lack gaming prowess and mastery and remain underrepresented in a male dominated hostile esports broadcasting environment (Uszkoreit, 2018).

Whist existing literature focuses on how gender norms play a considerable role in constructing a structure and legitimacy of identities of female esports players and streamers, we investigate how the interactive features in and through online media platforms (e.g. Twitch)—whereby publishers, infrastructure platforms suppliers (e.g., PC, consoles, servers), sponsors, fans, and streamers interact in the production of an integrated system of digital production and consumption—support and inculcate heteronormative stereotypes (Chikish, 2019; Nakandala et al., 2017). To do so, we employ actor-network-theory (ANT), a widely used theoretical and methodological approach in various social science and management fields (see Alcadipani & Hassard, 2010; Latour, 1996). ANT scholars posit that society and organization consists of the assembling and (de)stabilizing of diverse human and non-human entities within diffuse socio-material systems (Alcadipani & Hassard, 2010). It then provides a productive way to trace how social practices are articulated through associations/networks between agents, texts, technologies, and devises (Law, 1999). In the esports streaming context, gendered practices and gender identities are thus constituted within a unique confederation of videos, streamers/players and audiences, teams, sponsors and advertisers, messages and channels, emoticons, and community gifting.

To facilitate the analysis, we conduct cross-cultural case studies of two female esports streamers—Kaceytron on Twitch (a U.S. streaming platform) and Rita on Huya (a popular Chinese streaming platform). We collect and analyze dominant textual (messages and comments) and visual accounts of the two cases taking shape on the platforms—which elucidates how entangled textual and visual expressions involve technological features and user culture. Our ANT-inspired case studies unveil the cultural and technical assemblages involved in most episodes of misrepresentation and sexism in online esports streaming. Significant implications of this study include: 1) online media technologies create new challenges for reconfiguring gender problems in competition and consuming activities; 2) considering professional team owners and sponsors invested and involved in esports, the gender issue warrants sport management practitioners and scholars’ attention and actions (e.g. incorporation of Title IX) towards building an equal and diverse environment for long-term sustainable development.
Getting a Second Shot: Subsequent Head Coaching Opportunities for Black NFL Coaches

Jeremy Foreman, University of Louisiana at Lafayette
Robert Turick, Ball State University

Socio-Cultural - Diversity (Professional Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Race
Abstract 2020-242

The National Football League (NFL) receives a lot of attention from fans and the media for its racial hiring practices, specifically regarding the Rooney Rule (Johnson, 2018; Lyles, 2018; Reid, 2018; Stites, 2018). Established in 2003, the Rooney Rule requires that at least one minority candidate be interviewed for a head coaching vacancy. The lack of minority coaches in the NFL is interesting given the proportion of minority players. Since the majority of NFL players are Black, Everhart and Chelladurai (1998) would suggest a similar ratio of coaches might be Black, since former players are typically considered prime candidates to transition into the coaching profession. The 2018 racial and gender report card for the NFL noted that 69.7% of NFL players were Black, 35.5% of assistant coaches were Black, and 21.9% of head coaches were Black (TIDES, 2019). This progressive decline from the player pool to the upper echelon of coaching staffs may be alarming to some and has resulted in the topic being extensively examined by scholars.

While many scholars found no evidence of racial discrimination in promotions to head coach (e.g., Fee et al., 2006; Solow et al., 2011), some have suggested the lack of Black head coaches may be a result of discrimination occurring in the lower rungs of the promotion ladder (Solow et al., 2011). Since this conclusion was drawn, a few studies utilized inferential statistics to examine discrimination in these lower rungs of the promotion ladder (e.g., Braddock et al., 2012; Foreman et al., 2018; Rider et al., 2016); however, examinations of head coach opportunities for former head coaches are scarce. Nevertheless, these examinations are important for a couple reasons. First, former head coaches benefit from having connections in the NFL for acquiring head coaching jobs (Fast & Jensen, 2006), and former head coaches possess these connections. Second, the Rooney Rule may be causing the same minority candidates to be offered interview opportunities as a result of head coach experience and/or already established NFL connections.

Thus, the purpose of this study is to determine the effect of race on subsequent head coach opportunities for former head coaches. To examine the effect of race on subsequent head coach opportunities, NFL data during the sample period extending from the 2000-2001 season through the 2015-2016 season will be used. A hazard model will be estimated with a binary dependent variable to indicate the season in which a former NFL head coach secures a subsequent NFL head coach position. The independent variable of interest will be a binary variable indicative of whether the former head coach is Black. Several control variables will be used to account for years of coaching experience and success as a head coach.

The results of this study will have implications for scholars and practitioners. For example, as the Rooney Rule has been adopted by several organizations outside sport (Duru, 2017), scholars and practitioners can learn more about unintended consequences of the Rooney Rule for former managers seeking subsequent opportunities so policies can be better crafted.
The imposter phenomenon (IP) refers to persistent feelings of intellectual phoniness or fraudulence, and behaviors of fooling others into thinking they are competent (Clance & Imes, 1978). Historically, IP has been linked to several detrimental facets of mental health (Blondeau & Awad, 2016). These factors, such as depression and burnout, are especially prevalent in the competitive landscape of higher education (Hutchins, 2015). Additionally, faculty strive for favorable student evaluations of teaching (SETs), which are often the only formal evaluations of teaching (Sosa & Sagas, 2008). Thus, SETs have the potential to heighten feelings of IP for faculty members by presenting comparable effects on the individual seeking positive student appraisal. A two-part study was conducted to first examine the presence of IP and SET-related pressures in higher education using a sample of university faculty (N = 197). Results were examined based on faculty ranking (non-tenured track, tenure-track and tenured), years of service to the profession, and reported gender identity. Findings indicated a significantly higher presence of imposter experiences amongst faculty who were tenure-track, varying levels of imposter experiences based on years of service to the profession, and that male and female faculty members experienced similar imposter levels. Finally, findings revealed a significant difference between gender identity and the impact of that identity on SETs. These results indicated the mounting pressures that are typical to faculty in higher education, and the variation of those pressures between male and female faculty members. However, these findings suggest further investigation is required specific to sport management professions in higher education.

When examining sport management professions in higher education, there is a potential for increased demands from institutions and students for practical industry experiences among sport management faculty. Given the increasingly competitive nature of the sport industry, practical work experience for sport management faculty, particularly when assessing the legitimacy of sport management programs, becomes increasingly important (Jones, Brooks, & Mak, 2008). In many cases, sport management programs establish practical experience requirements for students, but do not necessarily require the same for faculty. This inconsistency is troublesome as previous research suggests providing students an opportunity to learn from both industry and academic professionals creates a greater foundation of knowledge for students and applicability to real-world work scenarios (Jones et al., 2008; Kang, Wu, & Gould, 2005). This practical experience discrepancy between students and faculty is considerable as it places additional work pressure on faculty members, which could lead to experiences of IP symptoms that extend beyond those found to be typically present in higher education professionals.

Therefore, the purpose of this presentation is to further explore the second part of the study on industry-related work demands specific to sport management faculty and if IP symptoms arise as a result. This investigation is vitally important to sport management faculty and higher education administrators when assessing the “quality” (Mahoney, Mondello, Hums & Judd, 2006) and legitimacy of institutional programs as well as ensuring greater career preparedness (Sattler, 2018; DeLuca & Braunstein-Minkove, 2016) for sport management students.
Institutional Constraints in Elite Sport: Connecting Institutional Theory and Rigid Environment

Christopher J. Prosser, University of Maryland Eastern Shore
Shashank Nautnyal, Tennessee State University
Michael Rabel, University of Maryland Eastern Shore
Tao Gong, University of Maryland Eastern Shore
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Socio-Cultural - Diversity (Elite Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-244
Session: Institutional Theory

Relevance/significance of the topic to sport management

Despite the Professional Golfers Association (PGA) erasing the “Caucasian Only” clause from the Constitution and Bylaws and implementing strategic initiatives aimed at increasing minority interest in careers with golfing industry, the increase in African American PGA members has been insignificant (PGA, 2014). African American males account for only 85 of the 28,000 members in the Professional Golfers Association (PGA) of America (Evans, 2011). Patterson, Arthur and Washington (2016) characterize the golf industry as a rigid environment. A rigid environment is described as “one with a strongly established culture that includes significant barriers to change” (Patterson et al., 2016, p.275). Central to our inquiry, it is better to understand how actors (i.e., institutional entrepreneurship) daily lives and institutional logics constitute each other within rigid environments – is entirely missing from institutional logic research (Cornelissen et al., 2015). Drawing from institutional theory literature, this paper investigates various constraints (i.e., normative and cognitive) impacting African American males in the PGA to gain a sense of why these considerable difficulties are not changing through time. Understanding the characteristics of this environment coined with the actors’ experiences at an elite-level may provide insight into how to make changes in practice, policy, and even beliefs.

Research Context and Methodology

A qualitative research method was used in this study to investigate African American males’ experiences on their journeys to obtain PGA membership. Research participants participated in this study were both African American males and PGA Members - eight golf teaching professionals, three assistant golf professionals, three directors of golf operations, two general managers, two college professors, one vice president of golf operations, one director of instruction, one collegiate golf coach, one player development manager, and one PGA university administrator. The sample size of this study was 25 African American males. Interviews lasted between 45 and 118 minutes.

Results /Discussion/Contributions

Results are in progress, but initial findings show that participants expressed their concerns for the current path the PGA regarding diversity and inclusion. For instance, one of the emerging themes showed that the prevailing discourses around the environment are too constraining, indicating a culture of hegemonic power. The status quo in private golf facilities may not be ready for more diversity until the Good Old Boy Club culture changes in private golf club boardrooms. While opportunities exist for a more diverse PGA membership, there are also pockets of the industry that are extremely exclusive, specifically in private golf facilities.

The current study explicates the interaction between marginalized actors and context-specific barriers and adds an essential dimension to institutional theory literature from the very micro level. Second, this article highlights various factors that attributed to the taken-for-granted nature of rigid environments. In this fashion, we touch upon the potential roadblocks (Agyemang et al., 2018) that encompass historical, cultural, and operational variables for marginalized individuals within ridged environments. From a practical perspective, the findings suggest a strategic approach perhaps to reshape some institutional logics which exist in impermeable cognitive organization.
Participation in Active Sport Tourism and Sense of Wellbeing: Comparing Golf, Snowboarding, and Long-distance Running

Brian Krohn, Indiana University Purdue University Indianapolis
Mona Mirehie, Indiana University Purdue University Indianapolis

Socio-Cultural - Other (Physical Activity) virtual asynchronous
20-minute oral presentation (including questions) Session: Tourism/Legacies
Abstract 2020-245

Participation in active sport tourism has been linked to enhanced sense of wellbeing (Bosnjak, Brown, Lee, Yu, & Sirgy, 2016; Mirehie, 2018). Mechanisms such as positive emotions, increased social connectedness, self-actualization, sense of engagement, and meaning generated through active sport tourism experiences contribute to individuals’ sense of wellbeing (Fendt, 2015, Mirehie, 2018). However, active sport tourists partake in a diverse range of activities in distinct environments which is of particular importance to this study since different activities and environmental factors have been found to have different impacts on individuals’ wellbeing (Bosnjak et al., 2016; Downward & Rasciute, 2011; Kööts, Realo, & Allik, 2011). The purpose of this study was to investigate the sense of wellbeing generated through active participation in three different types of sport in a tourism context; snowboarding, golf, and long-distance running.

To collect data, an online survey was used that contained measures of global wellbeing (GW), active sport travel wellbeing (ASTW), and ancillary items such as participation and travel patterns, and demographics. Individuals who had taken at least one trip related to their sport over the last two years were recruited via an online panel (N = 225; 75 respondents per sport). The questionnaire was pretested through a panel of experts (N = 11) and a pilot test was conducted with a small group of respondents (N = 50). Data were analyzed using SPSS 25.0.

MANOVA was used address test differences in responses on measures of GW and ASTW for respondents who preferred the three different sports. Results show that there are no significant differences in measures of ASTW between participants in the three sports but there are significant differences in measures of GW (F=6.69, df=2, p=.002). Regression results indicate there is significant relationship between ASTW and GW (b=.629, t=8.280, p<.001). When examining if sport preference impacts the relationship, we find snowboarders indicate less of a predicted change of ASTW on GW (b= -.76, t=-3.09, b=.002) than golfers and runners who are not significantly different than the model prediction.

Previous research tends to discuss sport tourism as a singular concept or presents research into one activity or a small range of similar activities. These results confirm the call to consider the unique contributions of participation in various sports on wellbeing. This study indicates that while golfers and runners are similar in how changes in wellbeing impact global wellbeing, snowboarders experience less of an impact. This study adds to literature identifying benefits of sport travel, and highlights that the impact on wellbeing may vary based on many factors.

This study represents a first step in developing a model that will identify socio-economic and psychological factors that might affect the connection between active sport tourism and overall wellbeing. These factors include motivations to participate, involvement with the sport, factors related to life satisfaction, skill level, experience, and others.
Perceptions of Division III Female Student-Athletes Self-Efficacy to Pursue Collegiate Coaching

Nicholas Swim, University of Louisville
Khirey Walker (Advisor), Ball State University
Robert Turick (Advisor), Ball State University
Lawrence Judge (Advisor), Ball State University

Socio-Cultural - Diversity (College Sport) virtual asynchronous Poster Abstract 2020-246 Session: Poster Session II

The enactment of Title IX led to increased participation rates and funding opportunities for female student-athletes, yet the number of women ascending to leadership positions in college athletics has decreased (Acosta & Carpenter, 2014). Presently, males hold the majority of athletic director positions and serve as head coaches for over half of all female varsity sport teams in college athletics (LaVoi & Silva-Breen, 2018). For example, in 2018, women held 31.1 percent of athletic director and 44.3 percent of head coaching positions at the Division III level (TIDES, 2019). Those percentages were the highest among all three NCAA Divisions. While female student-athletes in Division III have the largest pool of same-gender head coaches and athletic directors, limited research has been conducted to understand how the presence/absence of women in leadership positions impacts their desire and self-efficacy to pursue coaching.

The lack of same-gender administrative and coaching role models for women could create entry barriers and hinder the career development of women currently employed in those positions (Massengale & Lough, 2010). Acosta and Carpenter (2014) acknowledged, “most female coaches come from the ranks of past athletes” (p. 27), thus, perspective from this population toward entering coaching is vital to understand when discussing the underrepresentation of women in leadership positions (Schull, 2017). Subsequently, the purposes of this study were to examine the relationship between head coach gender and coaching self-efficacy of Division III female student-athletes, and to investigate the impact of perceived barriers (e.g., discrimination and working hours) on their desire to enter the field.

Qualtrics online surveys were distributed to Division III female student-athletes in the New England region. Surveys included demographic information, coaching self-efficacy (Everhart & Chelladurai, 1998), desire to coach (Moran-Miller & Flores, 2011), and perceived barriers (Everhart & Chelladurai, 1998). Respondents included 192 (n = 192) Division III female student-athletes across 10 sports and all grade levels. The results indicated a higher number of female head coaches (n=131) compared to male head coaches (n=61).

Coaching self-efficacy results indicated a statically significant relationship with gender (p = 0.4), as student-athletes coached by women reported higher scores (M = 7.56) on the coaching self-efficacy scale than their counterparts coached by men (M = 7.10). Additionally, female student-athletes coached by men were more likely to perceive discrimination (p = 0.007) and working hours (p < .001) as future coaching barriers. There was also a statistically significant relationship (p < .001) between coaching self-efficacy and participants’ desire to coach, reporting higher desire to coach scores for lower levels (e.g., high school and Division III) compared to the upper levels (e.g., Division I and Division II).

This study has implications for athletic administrators and coaches in terms of understanding the perceptions of Division III female student-athletes toward coaching. Female student-athletes coached by men reported lower coaching self-efficacy scores and perceived more barriers to entering the profession than student-athletes coached by women. To that end, efforts should be made to provide same-gender role models and properly equip male coaches to handle cross-gender mentoring relationships.
Perceptions of Progress in the Equitable Treatment of Women Leaders in the Sport Industry

Ellen Staurowsky, Drexel University
Nicholas Watanabe, University of South Carolina

Socio-Cultural - Work-Life (Other) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-247
Session: Women Leadership I

Much of the focus of research done on women working in the sport industry has documented the underrepresentation of women in the sport workforce (Acosta & Carpenter, 2014; Lapchick, 2019; Lavoi, 2019; Staurowsky, 2016). Although the sport industry has been open to some women serving in executive leadership roles, barriers to women’s advancement in sport careers have been well documented and explored through various theoretical frameworks, including homologous reproduction (Buzuvis, 2015); the glass ceiling (Hancock, Darvin, & Walker, 2018); the glass cliff (Lough & Guerin, 2019); the leadership labyrinth (Harvey, Voelker, Cope, & Dieffenbach, 2018); systemic gender discrimination (Sabo, Veliz, & Staurowsky, 2016; Women in Sport, 2018); and others. Building on that work, the purpose of this project was to assess the experience of U.S. women sport leaders who work in women’s sports (N=2363), the degree to which identified barriers hold women back, and their perceptions of the progress made during the past 10 years (2009 - 2019) in addressing those barriers. Part of a larger survey on the overall status of girls and women in sport conducted collaboratively with the Women’s Sports Foundation, this presentation reports findings from the section on women in the sport workplace organized around questions pertaining to gender discrimination in the workplace (3 items); hiring and evaluation practices (18 items); opportunities for professional development (16 items); and workplace culture (18 items). The U.S. women sport leaders who responded to the survey came from various sectors of the industry (youth sport – 14.52%; high school – 13.37%; college – 49.11%; elite amateur/Olympics – 6.29%; professional – 7.87%; city leagues/recreation leagues – 5.23%; and other – 3.6%). In terms of racial composition, the majority of respondents were White (83%) with 7.34% identifying as Black or African-American; 1.89% as mixed race, 1.56% as Asian, .66% as American Indian; .37% as Native Hawaiian or other Pacific Islander. Just over four percent identified as Hispanic or Latina. The average age of the respondents was 46 years and their average time of service in their current position was 10 years. When asked about how gender affected their success within the work environment, 63% indicated that they had been discriminated against in the workplace; 43% reported that their gender prevented them from being promoted; 23% had lost the opportunity at one time to get a job in sport because of their gender; and nearly 47% reported that they were evaluated differently compared to their male peers because of their gender. While some progress has been made according to respondents in creating more welcoming and inclusive sport workplaces, there continues to be much more work to be done in addressing an array of climate issues and in the areas of transphobia (24%); racism (19%); and ageism (29%), the climate was perceived by women sport leaders as worse or much worse than it was 10 years ago. In this presentation, we will elaborate further on our findings and offer policy recommendations to facilitate more equitable work environments for women in the sport industry.
Power Five Conferences: The Lack of African-American Head Football Coaches

Aaron Livingston, Grambling State University
Robert Lindsey, Johnson C. Smith University
Charles Crowley, Livingstone College
F. Michelle Richardson, Coppin State University
Chevelle Hall, Virginia State University
Karla Jones, Johnson C. Smith University

Socio-Cultural - Diversity (College Sport) virtual asynchronous
60-minute symposium, roundtable, or workshop
Abstract 2020-248 Session: Symposia/Workshops I

Racial stacking in sports is not a new phenomenon. It is prevalent in many sports and has been taking place for many decades. Stacking refers to the disproportionate placement of blacks or other minorities into positions of low centrality (Cox 2012). For example, whites are commonly thought of as smarter as and more intelligent than African-Americans, and thus pushed to play positions like quarterback and center in football, and pitcher and catcher in baseball. Historically, racial minorities have been excluded from positions involving leadership and cognitive demands in sports (Frey & Eitzen, 1991). This phenomenon holds true for the coaching profession. During this roundtable sport scholars will address barriers for African American intercollegiate football coaches, provide critical analysis of the status of African American coaches on Power Five staffs, and offers suggestions to hiring practices as an intervention tool for university athletic officials.

Football teams are often perceived as totems of school identity, as well as cultural and regional solidarity. Successful football teams have been linked to spikes in donations, exposure and student applications for school (Chung, 2013). Power Five conferences' combined annual revenues, per tax records: FY18: $2.75 billion, FY17: $2.46 billion, FY16: $2.3 billion, FY15: $2.1 billion, and FY14: $1.57 billion (Barrnet, 2019). There are no statistics on what percentage of players at Power Five schools are African American, but the most recent figures for the entire Bowl Subdivision are close to 60 percent.

Minorities make up only 19 percent of all Division I head football coaches (Whyno, 2018). To date there are only 13 African American in the Power Five conferences; in contrast there are vast numbers of African American coaches in supporting positions across Power Five staffs (Walker, 2017). There is a huge representation gap there exist between white coaching staffs and nearly the 60 percent minority player population (Feinstein, J. 2016). College football as a public entity can’t institute a Rooney Rule like the NFL, which compels teams to interview minority candidates for head coaching jobs (Whyno, 2018). The NCAA can’t compel schools to follow specific rules on hiring practices the way a professional sports league can, but it can strongly suggest ideas such as this (Feinstein, 2016). Colleges and universities in the United States have historically been sites of racial discrimination and exclusion, based on explicit and implicit admissions criteria (Karabel, 2005).
Sport and Politics: The Use of the Rising Sun Flag in The 2020 Tokyo Olympics

Joohyun Choi, German Sport University Cologne
Kwangho Park, Troy University

Socio-Cultural - Other (Olympic Sport)  virtual asynchronous
Poster  Session: Poster Session II
Abstract 2020-249

A political issue may happen during the 2020 Tokyo Olympics, which is comparable to waving the Nazi flag at the Olympics. Korea's parliamentary committee for sports strongly complained to the Japanese Olympic Committee (JOC) about approving the use of the Rising Sun flag in the Olympics. JOC replied, however, that there was no political problem because the flag is used universally (CNN, 2019). In response, the Korean government asked the International Olympic Committee (IOC) for the ban of the Rising Sun flag and also plans to make international solidarity with Asian countries (e.g. China), which had previously been victims of Japanese imperialism (Chae, 2019).

The aforementioned issues have led to the following questions: (1) why does Korea react sensitively to the Rising Sun flag? (2) why does Japan allow it despite political conflicts with Korea? For Asian countries invaded by Japan, the use of the Rising Sun flag not only reminds them of the colonial history, but also causes resentment toward the Japanese government (Park, 2017). The international society prohibits the Nazi flag with strict regulations, but does not care about the Rising Sun flag. Along with this, much research has dealt with the subjects of Nazi symbolism: swastika (cf. Quinn, 2005); however, there has been no substantial research on the Rising Sun flag in the socio-historical perspective. For this reason, this study analyzes the sport and political relations between Korea and Japan with a focus on the use of the Rising Sun flag in the 2020 Tokyo Olympics. In order to answer the questions, the following parts were created through this research: (1) Korea-Japan historical and political relations, (2) The origin, symbolism, and usage of the Rising Sun flag, (3) Japan’s attitude toward their past-history.

The research methods used in this study come from hermeneutics through document analysis. Peirce's semiotics was adopted as a tool for symbolic analysis of the Rising Sun flag (Peirce, 1991). The semiotics did not only deal with the definition of symbols, but also with the appropriate application in inquiry work (Chandler, 2004). By identifying the internal textuality of the Rising Sun flag’s image, this research confirmed the Korean interpretation of the flag. In order to investigate Japan's attitude toward their past-history, this study investigates using Greimas' actantial model, a theory used to evaluate behavior arising from real or fictional stories (Greimas, 1966). This research defined the relationship between the subject and the object of the actantial model before and after World War II, compared with German cases.

Unlike Europe and the United States, the relationships between Asian countries have not received much interest in research on sport and politics. Therefore, hopefully, this study will shed light on the historical perspectives of Korea and Japan. Moreover, based on the Bye-law to Rule 50 of the Olympic Charter "No kind of demonstration or political … propaganda is permitted” (IOC, 2019), this study will also contribute to providing academic data for the prohibition of the Rising Sun flag in the Olympics and other international sporting events.
Sport Management Student Club Participation: An Exploratory Study

Chris Brown, Kennesaw State University
John David Johnson, Kennesaw State University

Socio-Cultural - Community (Sport Clubs) virtual asynchronous
Poster
Abstract 2020-250 Session: Poster Session II

Sport management student clubs offer a wide range of opportunities to participate in extracurricular activities that augment the traditional sport management classroom. For this presentation, we examine the relationship between student involvement in a sport management student club, and the benefits from their participation through the lens of Astin’s I-E-O model. Astin’s Theory of Involvement and associated Input-Environment-Outcome (I-E-O) Model (Astin, 1984, 1991), has been used widely to guide research that explores the influence of the college experience on student outcomes.

The study used an exploratory case study methodology, similar to EuBank and DeVita (2015), which allowed the researchers to explore the phenomena of extracurricular involvement through participants in a sport management student club (Creswell, 2008; Merriam, 1998). The case study technique allowed the researchers to purposefully focus this exploratory study on sport management club participants at a single institution, and to use interviews as the primary form of data collection (Creswell, 2008; Merriam, 1998). The use of criterion sampling to select participants also aligned with a case study methodology (Creswell, 2008), and Astin’s I-E-O Model is appropriate in qualitative research methodologies.

All participants were recruited from a large, regional public institution in the southeastern U.S. Two criteria were used to identify participants: (1) students majoring in sport management; and (2) current or past members of the sport management student club. Based on the criteria used, 20 students were identified as potential participants who could articulate their thoughts and experiences to enhance the researcher’s understanding of student club participation, of those 20 contacted, 13 agreed to participate and all 13 completed the study.

The participants in this study revealed characteristics of Astin’s I-E-O Model. First, Inputs (I), specifically, the participants noted that the student club served as a surrogate family or home away from home. The club provided them the opportunity to make new friends and strengthen current friendships, while also connecting with current faculty outside of the classroom. The relationships and connections served as the primary support for students and their continuing interest in sport management as a field of study and potential career. Second, Environment (E), the informal student club environment gave students the opportunity to network and make connections outside of the traditional institutional, as well as engage in their preferred activity of being around like-minded sport individuals within an informal student club setting. Third, participants sense of belonging and relatedness fall under Astin’s Output (O) component.

Findings from this study support Astin’s I-E-O Model, results revealed that participation within a sport management club contributed to students’ engagement, which in turn provided opportunities for personal and professional growth throughout their college experience. The aim of higher education is to offer learning opportunities for students through extracurricular activities that provide a sense of belonging and a connection to the university and academic department, which these results support. The goal of this presentation is to provide sport management faculty, staff, and students with the knowledge and information needed to enhance the traditional sport management classroom through extracurricular activities.
Sport Participation and Acculturation among Immigrants: A Systematic Review

Hyosoon Yim, Florida State University
Amy Chan Hyung Kim (Advisor), Florida State University

Socio-Cultural - Diversity (Immigrant Sport) virtual asynchronous Poster
Abstract 2020-251 Session: Poster Session II

As the number of immigrants increases exponentially (US Census, 2018), acculturation has been one of the most crucial processes for immigrants to adapt to a new society. Acculturation is defined as "groups of individuals having different cultures come into continuous first-hand contact with subsequent changes in the original culture patterns of either or both groups" (Herskovits, 1936; p.149). Earlier studies tended to deem acculturation as a uni-dimensional process in which the host country culturally absorbs immigrants, whereas later studies have conceptualized acculturation as a bi-directional process, where immigrant groups and host country groups culturally influence each other (Lee & Funk, 2011).

Sport participation is one dominant form of physical activity that can be crucial for promoting the acculturation process among immigrants due to its social nature (Berg et al., 2015). Nevertheless, compared to other well-explored predictors of acculturation, such as dietary habits (Satia et al., 2001) or language proficiency (Barry, 2001), relatively little studies have examined the sole effect of sport participation on acculturation among immigrants and the findings are still fragmented. This is due to the fact that: (1) many studies examined the mixed effects of sport participation with other activities such as unorganized physical activity, exercise, or non-sport related leisure activities (Yu & Berryman, 1996), and (2) the concept of “sport participation” has been used with different terms, such as serious leisure, recreation, or physical activity. Recognizing these challenges, using systematic review, we explored the relationship between sport participation and acculturation among immigrants to identify the current research gaps and provide future implications.

A total of seven major bibliographic databases were searched using a combination of the keyword "acculturation" and one of the keywords indicating sport participation (i.e. sport, physical activity, exercise, and leisure). A total of 1,211 were obtained initially, and six studies were included for the final review according to the PRISMA guideline (Moher et al., 2009).

Among these six articles, four suggested the positive relationship between sport participation and acculturation, one found no relationship, and one provided an unclear conclusion. Five studies were empirical (four quantitative; one qualitative), and one study was a review. Four empirical studies were cross-sectional studies, whereas one study analyzed the second-hand longitudinal data. Regarding age, one study investigated adolescents, one explored graduate students, two investigated the samples of the general public, and one did not specify.

None of the studies utilized the same instrument to measure the level of sport participation. While two studies did not have a specific measurement, the other four used a Total Frequency and Duration Score, Recreational Sport Participation and Recreational Sport Function, Perceived Behavioral Control in the Theory of Planned Behavior, and Serious Leisure Inventory Measure.

Out of the six included studies, four articles conceptualized acculturation as a bi-directional process based on the four strategies of Berry (1997), whereas two conceptualized acculturation as a unidirectional process using Segmented Assimilation Theory. For the measurement of acculturation, Acculturation Index, AHIMSA Acculturation Scale, Assimilation and Integration Scale, and Berry's East Asian Acculturation Measure was adopted by three studies.
Stereotype Threat and Interscholastic Athletic Leadership

Meredith Scarlata, University of Connecticut  
James Stride, Ohio University  
Heather Lawrence-Benedict, Ohio University  
Anna Parkman, Ohio State University

Women have historically been underrepresented in positions of power within athletic administration. Only 14% of all high school athletic directors are women (Dombeck, 2018). Not only are women underrepresented, but they are also often marginalized (Whisenant, Pederson & Obenour, 2002) and more likely to face antagonistic workplaces (Cunningham, 2008). These circumstances make women in athletic administration potentially vulnerable to the effects of gender stereotype threat. There is a lack of research on barriers to success for women in prep athletic administration. Thus, the purpose of this study is to assess the effect of stereotype threat on females in this domain.

Stereotype threat has been defined by Aronson, Quinn, and Spencer as “the discomfort targets feel when they are at risk of fulfilling a negative stereotype about their group; the apprehension that they could behave in such a way as to conform the stereotype – in the eyes of others, in their own eyes, or both at the same time” (p. 85-86, 1998). Negative stereotypes threaten the groups they target by creating a pressure to succeed which may lead to a disruptive state that ultimately undermines performance and dampers the aspirations of group members in the domain (Spencer, Logel, & Davies, 2016). Aramovich (2014) adds that when individuals are made aware of a negative stereotype threat regarding their ability, those individuals actively monitor their environment for cues suggesting the stereotype threat will be confirmed while mentally working overtime to suppress the negative thoughts and anxiety associated with the stereotype.

Stereotype threat has primarily been studied in the context of intercollegiate athletics. Whisenant, Pederson and Obenour (2002) report that “there are major barriers for women to overcome before they can join the ranks of upper-administrative individuals who make the critical decisions in intercollegiate athletics” (p. 485). One such barrier may be leadership stereotypes. Leadership positions are perceived as stereotypically masculine, and Eagley and Karau (2002) propose that women are evaluated less favorably when compared to men in both their potential for leadership positions and their actual behavior in leadership roles.

Steele (1997) proposed features of stereotype threat, including group identity, belonging uncertainty, extra pressure to succeed, and group reputation threat. Scarlata (2019) used these to develop the Gender Stereotype Threat Instrument for Collegiate Athletic Administration (GSTICAA). The scale was tested for reliability using a panel of experts, and a pilot test analyzing item-to-total correlations and Chronbach’s alphas were used to establish validity.

The current study uses a revised version of the GSTICAA, changing the frame to high school athletics through modifying the stems. Demographic questions, including gender identification, were included in the final survey. The survey was sent to 1,232 high school athletic directors. Results from the GSTICAA will be statistically compared with the demographic data, primarily identified gender.

Through recognizing barriers, strategies can be employed by educating leadership on issues confronting women in this field. Ultimately, if issues associated with stereotype threat can be addressed, more women will be retained in the profession, and young professionals will consider careers in athletic administration.
Student Perspectives of Student-Athlete Treatment in the Classroom

Megan Parietti, University of Wisconsin-Parkside  
Shaina Dabbs, Elon University

Socio-Cultural - Other (College Sport)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Abstract 2020-253

Session: Student Athletes

It has been well documented that for collegiate student-athletes there is a disconnect between the role of being a student and the role of being an athlete (Simons, Bosworth, Fujita, & Jensen, 2007). One issue with balancing this dichotomy is how student-athletes are treated in the classroom with some student-athletes reporting faculty members and classmates treat them in a negative manner (Parsons, 2013; Simons et al., 2007). The variable treatment by faculty and peers may be tied to stereotypes about student-athletes. The term stereotype threat is described as “being at risk of confirming, as self-characteristic, a negative stereotype about one’s group” (p. 797). Student-athletes face this threat in the form of the “dumb jock” stereotype that people believe about collegiate student-athletes (Harrison et al., 2009; Parsons, 2013; Simons et al., 2007). This stereotype exists across NCAA divisions and sport types (Feltz, Schneider, Hwang, & Skogsberg, 2013).

Very few studies have examined the perceptions non-student-athletes and the student-athletes themselves have of student-athlete treatment in the classroom. Only one recent study by Wininger and White (2015) has addressed this topic. The purpose of the current study is to expand on Wininger and White’s study and examine perceptions of student-athlete treatment in the classroom by both peers and instructors.

Sport Management students at six universities are being surveyed and represent each NCAA division (DI, DII, and DIII). Only surveys from two DII universities were finalized for this abstract. The complete data set will be available for the presentation. A total of N = 143 surveys were completed and data was manually inputted into SPSS. Of the 143 students who responded, 62.9% (n = 90) were male, 29.4% (n = 42) were female, and most students (n = 103) were White (72.0%). There were 109 (76.2%) non-student-athletes and 33 (23.1%) student-athletes. The majority of students were juniors (34.3%), or seniors (26.6%).

After conducting a multivariate analysis of variance (MANOVA), a statistically significant difference in perceptions of faculty treatment based on students’ identification as a student-athlete or non-student-athlete, F (7, 132) = 4.808, p = .000; Wilk’s L = 0.797, partial η2 = .203 was found on two items: “The majority of faculty members give intercollegiate student-athletes better grades for doing less classwork than non-student athletes” (p = .000) and “The majority of faculty members grade intercollegiate student-athletes’ work more strictly than non-student-athletes” (p < .05).

Non-student-athletes (M = 2.44; SD = 1.00) perceived faculty to give athletes better grades than the student-athletes (M = 1.58; SD = .830) themselves did. Coincidentally, non-student-athletes (M = 2.26; SD = .955) also perceived faculty to grade athletes (M = 1.82; SD = 1.01) more strictly than themselves.

These findings indicate that non-student-athletes and student-athletes have differing views on how faculty treat students, especially in regard to grades. This has implications for all who work with student athletes including faculty, advisors, coaches, and administrators. Having a greater understanding of how students view student-athletes will allow all parties to better serve both student-athletes and the greater student body.
The Economics of Women’s Soccer in the US: The Production of Soccer from an Embodied Labor Standpoint

Tarlan Chahardovali, Florida State University

Socio-Cultural - Work-Life (Elite Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Work-Life Balance
Abstract 2020-254

The U.S Women’s National Soccer Team’s (USWNT) 2019 World Cup triumph—accompanied by a legal battle for equal pay that started a few months before the World Cup—was in some ways a reminder of the 1999 team’s landmark victory which captured the minds and hearts of American sports fans. While the 1999 victory proved to be a turning point for women’s soccer in the U.S, it also revealed the lack of attention to women’s sport (Hanson, 2012). The USWNT’s fight for equality has been continuing to this day, with players seeking fair compensation and an end to institutional gender discrimination. By contrast, sport governing bodies such as FIFA and the U.S Soccer Federation (USSF) argue that any pay discrepancy is a result of different pay structures and/or unequal revenue pools (Rathbone, 2019).

The history of discrimination against women in soccer is familiar to sport management scholars, although not from a labor standpoint. Knoppers and Anthonissen (2003) conducted a comparative study of regimes of inequality in women’s soccer in the U.S and Netherlands, while Markovitz (2003, 2019), Murray (2018), and Allison (2016, 2018) have offered historical analyses of the growth of women’s soccer in the U.S and the challenges that female players have endured. On the other hand, some recent labor studies in sport include discussions about immaterial labor (Hawzen et al., 2018), non-athletic/event labor (McLeod et al., 2019) and the athletic labor of femininity (Toffoletti & Thorpe, 2018). The studies about women’s soccer have offered valuable insights on the role of structural inequalities that hinder the growth of the women’s game while recent labor studies have expanded our understanding of different forms of labor in sport. This study builds on these complementary lines of inquiry to explore the embodied labor practices that female soccer players employ to sustain themselves and their sport—beyond the production of their physically skilled bodies—while negotiating structural constrains such as unequal pay and access.

Drawing from the experiences and stories of 8 current college and former professional U.S.-based female soccer players as a focus group (obtained through semi-structured interviews), I examine the conditions and varieties of labor required to enter the professional labor market. My findings suggest that female soccer players engage in a range of non-traditional and under-compensated labor practices—including emotional labor (Hochschild, 1983), immaterial labor (Lazzarato, 1999), affective labor (Hardt, 1999), aesthetic labor (Warhurst et al., 2000), hope labor (Kuehn & Corrington, 2013), and aspirational labor (Duffy, 2015)—in the production of value for the teams and leagues of which they are a part. By theorizing the different work that soccer players undertake to cultivate value for themselves and the industry, this study expands the conceptualization of productive labor, emphasizing the centrality of immateriality in producing labor outcomes that, despite their productive capacity, are not counted as productive in the market. Further analysis and implications for soccer development and pay structures as well as implications for the field of sport management will be discussed during the presentation.
The Impact of Title IX on Women’s Leadership in Collegiate Sport

Karl Wernecke, East Tennessee State University
Charles Jones (Advisor), East Tennessee State University
Lindsay Pieper (Advisor), University of Lynchburg

Socio-Cultural - Diversity (College Sport)

Poster
Abstract 2020-255

In 1972, Congress passed Title IX of the Education Amendments Act with the intent to prohibit gender-based discrimination in institutions receiving federal financial assistance. Although Title IX has increased playing opportunities for female athletes, it has had an adverse effect on women in leadership positions. For instance, in its 2018 gender report on leadership in Division I FBS athletics, the Institute for Diversity and Ethics in Sport (TIDES) reported that women accounted for just 40.1% of coaches across all women’s sports, 31.6% of university faculty athletic representatives, and 9.2% of athletic directors (Lapchick, 2018).

The purpose of this study was to evaluate the impact of Title IX on female leadership roles through the lens of gender role congruity theory and to identify social norms perpetuated within contemporary sport leadership structures. The underlying preference for male leaders (Eagly & Karau, 2002; Grappendorf & Burton, 2014) and two types of prejudice, communal (associated with subordinated status) and agentic (associated with higher status; Conway, Pizzamiglio, & Mount, 1996), can help explain the lack of women in collegiate leadership positions.

Applying this theoretical framework, a historical research approach was used to analyze Title IX compliance and the effect of its passage on female leadership. This study also focused on the concept of the Glass Cliff (Haslam & Ryan, 2008; Ryan & Haslam, 2005) to address stereotypes and expectations of women in leadership of sport. One prevalent stereotype is that women placed in leadership positions are more likely to fail (Brescoll, Dawson, & Uhlmann, 2010) or lose their position even which achieving success or exceeding job expectations. An analysis of Title IX compliance in relation to the administrative gender diversity of institutions can provide a picture of current leadership in collegiate sport.

Findings showed that following the passage of Title IX, participation, funding, and opportunities increased for female athletes (Acosta & Carpenter, 2012; Wilson, 2017). However, organizational practices that marginalize women in leadership roles or promote men through increased resources and opportunities, have become institutionalized norms (Burton, 2015). Furthermore, social expectations shaped by gender role congruity, communal and agentic attributes, and lack of Title IX compliance have restricted the acceptance of women in sport as leaders.

The creation of more female programs led to an influx of female participants and a demand for coaches (Wilson, 2017). Provided this opportunity, men entered women’s athletics, as athletic departments that were previously separated, integrated into one (Acosta & Carpenter, 2012). Their prevalence in coaching and other leadership positions brought the promotion of male superiority over female athletes and athletic departments, and the perception of athletic role models was now dictated mostly by men (Conway et al., 1996). Findings of this research can provide points of emphasis for Title IX compliance, as well as direction for collegiate athletic departments, in order to reverse these perceptions and norms; therefore, promoting women to agentic leadership positions that can inspire future leaders to follow in the footsteps of their role models.
The Peoples' Team: A Critical Analysis of NBA City Edition Jerseys

Sayvon Foster, Texas A&M University
John Singer (Advisor), Texas A&M University

Socio-Cultural - Community (Professional Sport)
20-minute oral presentation (including questions)
Abstract 2020-256

The 2019-2020 NBA season will be the third consecutive collaboration between NBA franchises and Nike in the creation of City Edition jerseys. Nike and the NBA describe the purpose of City Edition jerseys to “honor the fans – those who, 41 times a year, take pilgrimage at their local arena, and whose passions help define each respective team’s identity” (Nike, 2017).

NBA City Edition jerseys present a segmented marketing approach that directly connects to a fan group within the geographic location of the team (Ross, 2007). Furthermore, given the current social and political climate across the United States, multiple teams have released designs that are inspired and/or dedicated to noteworthy social, political, and cultural elements of the area where the team is located. For example, the Memphis Grizzlies and Oklahoma City Thunder showcased jerseys that paid homage to the 1968 Memphis Sanitation Workers Protest and the Indigenous American population of Oklahoma, respectively. The jerseys are intended to have a positive impact on the fans in the communities in which they are housed, yet we lack any empirical investigation regarding the meanings or motivations behind the themed jerseys and the larger implications of prominent sport organizations reflecting their communities. The purpose of this study is to address this lack of empirical investigation with the goal to highlight the social and cultural benefits of community reflection through sport.

Heere and James (2007) introduced the concept of sport organizations reflecting community identities. Applying a more critical approach, Holt’s (2004) cultural branding theory highlights how organizations can use their brands to transition from being noteworthy to cultural institutions. Burton (2002) explains how a critical multicultural marketing approach aids in creating alliances between organizations and various communities through accurate representation of identities, noting social struggles, transformation, and understanding the current context of consumer experiences. This critical marketing approach rooted in social and cultural elements is also reiterated by Warren et al (2019).

This study utilizes a directed content analysis of team social media posts for the three years of NBA city edition jerseys, along with thematic analyses of secondary literature regarding the themes/motivations for the jersey designs (Hsieh & Shannon, 2005). Social media captions and press releases for each teams’ jersey will be coded through a unit-by-unit analysis grounded in Holt’s (2004) cultural branding and Burton’s (2002) multicultural marketing theories. Upon determining the motivating element(s) of the jersey design, a thematic analysis of secondary literature will highlight the social and cultural meanings of those motivating elements.

This study highlights the role sport organizations hold in reflecting identities and values of their communities. By framing sport organizations as social institutions, and tools for social influence/change, thoughtful consideration and reflection of community identities is integral in strengthening team identity and subsequent team loyalty from those communities (Martin, 1968). Focusing on the criticality of these reflections notes the importance of sport organizations being privy to the current social and political climate within their communities, which can lead to high-impact opportunities for community engagement by players, the team, and franchise.
The Relationship Between Abuse of Student-Athletes, Mental Health, & Social Identities

Charles D.T. Macaulay, University of Connecticut
Ajhanai Newton, University of Connecticut

Socio-Cultural - Other (College Sport) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-257 Session: Mental Health

Student-athlete mental health (SAMH) has received significant attention, given the number of collegiate athletes dying by suicide (Jaudon, 2019; McCollough, 2019). As a result, the NCAA has mandated the distribution of mental health (MH) resources to athletic personnel and student-athletes (Adelson, 2019). The prevalence of depressive symptoms in student-athletes range from 10% - 48% (Ryan, Gayles, Bell, 2018). Female athletes are more likely to report depressive symptoms (Kaier et al., 2015; Storch et al., 2005) compared to male athletes and male athletes report fewer depressive symptoms compared to their male non-athlete peers (Proctor & Boan-Lenzo, 2010).

Researchers have documented the frequency of reported mental illness, including prevalence of depression among student-athletes, while paying less attention to contributing factors of MH.

With increased awareness and investment of resources for SAMH (Adelson, 2019), it is important to examine potential contributing factors. The purpose of this study is to understand how physical, emotional, and sexual abuse contributes to SAMH. Research questions include: 1) Are student-athletes at greater risk of experiencing physical, emotional, and sexual abuse compared to their non-athlete peers; 2) Do student-athletes experience greater mental health distress compared to their non-athlete peers; 3) Does experiencing abuse increase SAMH distress? As athletic administrators seek to implement mental health initiatives, there is a need to be aware of student-athlete experiences with physical, emotional, and sexual abuse and their mental health.

The American College Health Association (ACHA) conducts a national, bi-annual survey of numerous colleges and universities. This study analyzes data from the Spring and Fall of 2016 to 2018 (N = 280,745 full-time college students and 22,185 student-athletes). Several items capture respondents’ experience with physical, emotional, sexual abuse and MH. Several respondent and institution level factors are controlled including, race, gender, sexual orientation, international status, institution size, funding, and Minority Serving status. Previous research (Kroshus & Davoren, 2016) established three variables from ACHA survey questions on MH, including distress, exhaustion, and self-harm. A number of hierarchical linear regression models were created as data spans multiple institutions. The models examined student-athlete experiences of abuse and MH compared to their non-athlete peers, as well as the relationship between experiencing abuse and SAMH.

Preliminary findings indicate student-athletes have an increased likelihood of experiencing physical and emotional abuse but are not more likely to experience sexual abuse as compared to non-athletes. Student-athletes report lower levels across all three MH variables compared to their non-athlete peers. However, student-athletes of color, female, and non-binary student-athletes report higher levels of MH distress. Student-athletes of color and international student-athletes report higher levels of MH self-harm. Also, being a sexual minority student-athlete lowers MH distress compared to sexual minorities who are not athletes. Finally, there is no statistically significant relationship between student-athletes who experience any form of abuse and MH outcomes. Key findings for implementation of mental health initiatives include: Student-athletes who experience abuse report significantly higher MH distress, and policies and initiatives to support SAMH must account for student-athletes’ diverse social identities.
The Role of Social Media in Social Impacts Experiences of Sport Events

Marijke Taks, University of Ottawa
Ann Pegoraro, Laurentian University

Socio-Cultural - Community (Other)
10-minute lightning talk (including questions)
Abstract 2020-258

Past research on social impact of events relies heavily on residents’ perceptions, not necessarily reflecting lived experiences. Moreover, social media (SM) usage as a medium for social connection has been largely neglected in social impact research. Therefore, the purpose of this study is to develop a valid framework to measure social impact based on experiences (SIE) including SM usage. The Toronto Raptors’ winning streak (TRWS) during the 2019 NBA finals offered a unique context for this study, particularly given the strong nationwide promotional campaign #WeTheNorth.

Researchers have started to examine user generated content on SM platforms during events, finding that spectators use a second screen while watching sports to express their emotional responses to the event (e.g., Jones et al., 2012; Yu & Wang, 2015). In addition to traditional social spaces (e.g., public viewing areas, bars), SM offer new avenues for social connections which are not yet well understood and warrant further exploration (Smith, Pegoraro, & Cruikshank, 2019).

The hashtag #WeTheNorth galvanized Canadians behind the country’s one NBA team (Campbell, 2014), creating a nation of support for the Raptors. This campaign became a pillar of the team’s identity providing a consistent source of engagement for the community of fans and non-fans (Naraine, Pegoraro & Wear, 2019) that rippled through the whole country during the TRWS (Brady, 2018), creating a strong sense of community and pride among Canadians.

The level of involvement with a sport as well as demographic variables may affect SIE from events. Generally speaking, the more involved with the sport, the higher the levels of social impacts (Oja et al., 2018). Demographically, ethnic background is of particular interest, as some ethnic groups show higher affiliation with basketball, and the changing demographics of the Canadian population may affect the popularity of, and excitement around basketball (Snelgrove & Selvaratnam, 2019). Thus, the research questions are: (1) To what extent did the TRWS generate SIE? (2) How did SM usage, involvement with basketball, and demographic characteristics affect SIE of the TRWS?

The questionnaire consists of five sections: (1) SIE in general terms, (e.g., community spirit, psychic income, social cohesion), (2) SM usage (e.g., level of usage, platforms used, engagement with #WeTheNorth, interaction with other fans across the country), (3) SIE through SM usage (adapted from section 1), (4) involvement in basketball, and (5) demographic variables.

Panel data will be collected in February 2020 from representative samples of four different regions in Canada: (1) the greater Toronto area (GTA) as the “hub” of the Toronto Raptors; (2) Ontario, as the province to most directly associated with the team; (3) Vancouver, location of a previous NBA team; and (4) a region of low media coverage. The time frame, eight months after the event is deliberately chosen, so respondents can reflect on their experiences and gauge whether any of the SIE were sustained over time. The results provide evidence if SIE are prevalent in the context of TRWS, and to what extend SM usage, level of involvement and demographic characteristics affect these SIE.
Introduction

Volunteers are essential to the functioning of sport organizations. Volunteers perform a variety of tasks including coaching, management, marketing, and fundraising (Sharpe, 2006). Within sport volunteers, diversity and inclusion is important for organizations from both a business perspective, and a social justice perspective. From a business perspective, having diverse volunteers expands the reach of the organization (Meyer, et. al., 2016), and research indicates organizations with diverse teams process facts more carefully, and develop more innovative solutions (Díaz-Garcia, González-Moreno, & Sáez-Martinez, 2012). Further, sport scholars suggest that diversity and inclusion is a matter of social justice, and not simply a performance related cause (Spaaij et al., 2018).

Despite the clear importance of diversity, diversity and inclusion work in sport organizations is often haphazard, and driven by “champions” rather than systematic policies (Spaaij et al., 2018). Additionally, diversity tends to be managed in response to specific cases rather than through common ideals (Spaaij et al., 2014). Though there has been an increased focus on volunteerism in sport, most of the existing research focuses on volunteer leadership (Wicker, 2017). Given the importance of diversity and inclusion in sport organizations, it is imperative to explore the experiences of sport volunteers of diverse backgrounds. The purpose of this research is, therefore, to explore the experiences of diverse volunteers of a national sport governing body (NGB).

Methods

To meet the purposes of this research, we used semi-structured interviews within a narrative inquiry framework. Purposive and maximum variation sampling was used to identify potential participants. Participants were national level volunteers for an NGB who self-identified as being from a diverse group. In order to achieve a variety of viewpoints, we specifically sought participants from different geographical regions, and different volunteer assignments. Semi-structured interviews were conducted via phone and in person with 29 volunteers. Interviews were audio recorded, and then transcribed verbatim where qualitative themes were developed using a narrative inquiry framework.

Findings and Discussion

Our findings suggest that the experience of diverse volunteers can be viewed through four general, and often overlapping areas - personal factors, social factors, psychological factors and structural factors. Personal factors include unique perspective, personal responsibility, and assimilation. Social factors include social capital, mentors, and informal political structures. Psychological factors include unconscious bias and microaggressions, and structural factors include organizational barriers, costs, time commitment, and leadership diversity.

Based on these data, researchers developed a continuum to describe a diverse and inclusive organization. For example, a non-inclusive organization includes only bonding social capital that is available to few, does not provide guidance and mentorship unless sought out, roles and positions are determined by social capital rather than skills, and structural issues (e.g. costs, time commitment) make it difficult for volunteers without financial means to engage. In contrast, inclusive organizations determine positions based on skill sets, provided structured mentor opportunities, have leadership teams that model diversity and inclusion, and value the unique viewpoints of diverse volunteers. Results also suggest specific, practical strategies for sport managers to create a more diverse and inclusive volunteer structure.
Sport Development
"Belonging is Key": Lessons Learned from Para Swimmers’ Development Experiences

Darda Sales, Western University
Laura Misener (Advisor), Western University

Sport Development - Sport Development (Disability Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Parasport
Abstract 2020-260

The Paralympic Games have grown steadily since its inception in 1960, with the 2016 Rio Games hosting a record breaking 4,328 athletes (International Paralympic Committee, n.d.). Despite the growth of the Paralympic Games and para sport, the trajectory of para athletes along the developmental pathway remains unclear, and concerns have been raised about the appropriateness of development approaches (Holt, 2010). In Canada, the Long Term Athlete Development Model (LTAD) has been embraced by national sporting organizations (NSOs) and utilized as a guide to create a structure of progressive, developmentally appropriate skill procurement for athletes (Balyi, Way, & Higgs, 2013). While the Awareness and First Involvement stages were added to the LTAD to make it more applicable to para athletes, concerns remain regarding the appropriateness of utilizing the LTAD with this population (Balyi, Way, & Higgs, 2013). These concerns include the model being based on poorly defined outcomes; a lack of flexibility for comprehending sport development planning; and not providing consideration for the unique developmental differences of athletes with a disability (Dehghansai, Lemez, Wattie, & Baker, 2017; Paradis & Misener, 2018).

Therefore, this study sought to understand the developmental experiences of para swimmers, with a focus on the cultural factors that impact these experiences. A grounded theory ethnographic approach was taken as the lead researcher served as a team manager for the Canadian swim team at the 2019 Parapan Am Games. Data collection included one-on-one semi-structured interviews with athletes and the head coach, as well as participant observations at training camps, and at the Games. Findings revealed that a feeling of belonging, whether present or not, had an impact on the development experience of para swimmers. Within the para sport context, Evans and colleagues (2018) furthered that “para sport participants develop relationships and gain group memberships that underpin a sense of connection and acceptance, as well as contribution to shared tasks or goals” (p. 86). Belongingness can be in connection to membership of a small group or a team or to a larger sport community such as a league (Evans, et al., 2018). Having a sense of belonging has been identified as an essential component of the human experience (Baumeister & Leary, 1995). Participants who described having a strong sense of belonging were within the age categories typical of club level competitive swimmers (8-18), and were members of teams with other para athletes. In contrast, participants who described feeling a lack of belonging were training in programs with no other para athletes and were older than the typical club level swimmer (19+). Additionally, participants expressed concerns of belonging within the broader context of competitive swimming in Canada. Sport managers working in diverse contexts, such as para sport, with athletes of varying ages, developmental stages and life experiences, could use these findings in designing accepting and inclusive sport programming that fosters a sense of belonging for all participants, as well as, inform future para sport development models (Anderson-Butcher, Riley, Amorose, Iachini & Wade-Mdivanian, 2014; Warner & Dixon, 2011).
Bridging the Gap: A Workshop on Knowledge Mobilization Strategies for Youth Sport Development Research

K. David McCann, University of Illinois at Urbana-Champaign  
Jeffrey Farr, University of Illinois at Urbana-Champaign  
John Kaczorowski, University of Illinois - Urbana-Champaign  
Kelsey LeFevour, University of Illinois - Urbana-Champaign  
Jules Woolf (Advisor), University of Illinois - Urbana-Champaign

Sport Development - Sport Development (Youth Sport)  
virtual asynchronous  
60-minute symposium, roundtable, or workshop  
Abstract 2020-261  
Session: Symposia/Workshops I

Despite the research-driven creation of athlete development models aimed at producing successful athletes and promoting sport across the lifespan (see ADM Kids, 2019; Balyi, Way, & Higgs, 2013), youth sport programming has continued its decades-long shift towards privatization and commercialization (Bowers, Chalip, & Green, 2010; Coakley, 2016). This is problematic because such programs often emphasize winning over personal skill development (Wiggins, 2013), which has led parents to push their children towards single-sport specialization and year-round participation in an attempt to earn college scholarships or professional contracts (Lumpkin, 2013). This is despite research linking these approaches to detrimental physical and psychological outcomes (Brenner, 2007), as well as suboptimal athlete development (Berry, Abernethy, & Côté, 2008).

The dissonance between athlete development research and practice is odd, given that all stakeholders ostensibly want the child to develop athletically and have a positive sport experience. Scholars have long known that policymakers and organizers do not always utilize academic research, but multiple strategies exist to facilitate knowledge adoption among practitioners (Weiss, 1979). These strategies – described as knowledge mobilization, exchange, or transfer – feature an emphasis on developing long-term reciprocal partnerships among researchers and practitioners (Sá, Li, & Faubert, 2011). However, the realities of academic life – including lack of time, resources, and connections – can hinder the formation and sustainability of such partnerships (Hargreaves, 1999; Smith 2010).

This 60-minute workshop will introduce participants to the knowledge mobilization literature before exploring the challenges of bridging the knowledge-practice gap within the youth sport development context. Following this introduction, strategies to overcome the inertia present in the professionalized and commercialized youth sport industrial complex will be discussed in groups and shared among the collective. The workshop will progress to a short presentation of the Illinois Sport Development Initiative (ISDI), which serves as an example of a current effort to promote the adoption of research-informed practices in youth sport development. The primary goal of the ISDI is to mobilize knowledge and inform practitioners, parents, and sport families about current best practices. The ISDI achieves this by building community partnerships and then translating and delivering current empirical research into accessible information packages.

The session will conclude with a discussion among attendees about how sport scholars can and should move forward in attempting to mobilize the knowledge generated from their research efforts. Topics of conversation in this discussion will include how attendees can implement knowledge mobilization practices at their institution along with best practices for forming and maintaining community partnerships. The prospect of inter-institution collaborations will be examined in an effort to coordinate knowledge mobilization initiatives targeted towards stakeholders in youth sport development. The goals of this workshop are threefold: 1) to provide participants with a greater understanding of the importance and challenges of knowledge mobilization; 2) to provide perspective on the critical role of partnerships in knowledge mobilization, and 3) to generate ideas and strategies for implementation within attendees’ organizations and research moving forward.
Determining Elite Para-Athletic Development Pathways: An Investigation of Track & Field

Rebecca Peake, Sheffield Hallam University
Larissa Davies, Sheffield Hallam University

Sport Development - Sport Development (Disability Sport)  virtual asynchronous
20-minute oral presentation (including questions)  Session: Parasport
Abstract 2020-262

Aim
Parasport is attracting increased attention, with many nations adopting a systematic approach to para-athlete talent development in the pursuit of international sporting success. Patatas, De Bosscher, & Legg, (2018) suggest that the development of Paralympic athletes’ pathways is potentially impairment-specific driven. This paper investigates this assumption whilst responding to the need for research in para-athlete development in a specific parasport context (Patatas, De Bosscher, De Cocq, Jacobs, & Legg, 2019).

Introduction
The Long-Term Athlete Development Model (LTAD) has been adopted by many national sporting organisations (Balyi, Way, & Higgs, 2013). Long-Term Athlete Development describes how to systematically develop sporting excellence and increase active participation in local, regional, and national sport organisations (Balyi, 2019). The LTAD has been used as a guideline to establish a structure of sequential, developmentally appropriate skill acquisition for athletes across the physical, mental, tactical, technical, and lifestyle aspects of sport. LTAD neglects to recognize the potentially unique developmental nuances of athletes with a disability (Dehghansai, Lemez, Wattie, & Baker, 2017; Paradis & Misener, 2018). This knowledge gap provides the rationale for this study, there is an evident lack of studies examining talent management in international parasport, sport specific contexts. This study aims to address this gap in the literature by analysing para-athlete talent management in UK para-athletics (track and field).

Methodology
The study undertakes a critical realist approach, using a mixed methods research design. A four-phase sequential design was adopted which included both quantitative surveys completed by elite para-athletes in the UK (n=42) and their coaches (n=38) and qualitative semi-structured interviews (n=14), with athletes (n=7), coaches (n=5) and UK Athletics Paralympic Talent Development Coordinators (n=2). An independent sample t-test was used to establish whether the different types of impairment (e.g. seated/non-seated athletes) and athletic development were statistically significant. Further analysis using one-way analysis of variance (ANOVA) was used to determine whether there are any statistically significant differences between event group (Throws, Jumps Sprints and Distance), classification group and nature of impairment (congenital or acquired). Interviews undertaken with UK Athletics staff, athletes and coaches were analysed thematically using template analysis.

Results
The results of this study suggest that talent management for para-athletics includes the characteristics identified in LTAD model and in previous non-disabled studies but that there are additional variable factors for consideration. The relevant variable factors identified by this study are grouped as the nature of impairment (acquired or congenital); the level of support and care needs; and the level of equipment needs.

Conclusion
The acknowledgement of specific para-athletic variable factors can enable nations to improve structures and increase talent confirmation in para-athletics, leading to improving success rates and ensuring appropriate allocation of resources. This study identifies that the systematic approach to the management of talent in para-athletics should consider the nature of impairment, as well as para-athlete care and equipment needs. These findings can assist the development of para-athletics policies and the design of parasport support structures.
Major Parasport Games Impact: A Legacy of Recognition?

Adam Purdy, Western University
Laura Misener (Advisor), Western University

Sport Development - Sport Development (Disability Sport) virtual asynchronous
10-minute lightning talk (including questions) Session: Diversity
Abstract 2020-263

Research Problem and Objectives. Major parasport games have the potential to bring awareness to sport participation opportunities for people with disabilities (Chalip, Green, Taks, & Misener, 2017). Parasport games planners assume that through the hosting process, a level of disability awareness is generated towards the event by means of leveraging initiatives, program adaptations, and venue accommodations (Misener, Taks, Chalip, & Green, 2015). In the post-games era, it is important to examine how aware sport stakeholders remain in their attitudes towards strategic initiatives, adaptations and/or accommodations to determine the broader impact. To explore the levels of disability awareness among sport stakeholders, this research employs a theoretical construct of recognition as a novel approach to assess the event legacy and social impact of hosting parasport games.

Conceptual foundation.

Critical disability research when applied to the field of sport and event management builds upon the assumption that stakeholders possess a basic awareness of disability; along with a fundamental level of respect for, and knowledge of, the adaptations and accommodations needed to deliver parasport programming. The legacy and impact of a set of games can be expressed in the continued recognition of games-related adaptations and accommodations. Honneth's theory of recognition is emancipatory in nature, highlighting the imbalances of power, trust, respect, participation and reciprocity among sport stakeholders (Barton, 2005; Honneth, 2007). Ongoing stakeholder recognition of disability in the legacy outcomes of the mega events implies that there is an esteemed value through a mutual and embraced idea of sport being an impetus for positive social change (Honneth, 1996; Silvers, 1999).

Methods. The focus of this project is on the post games era of the 2015 Parapan American Games in Toronto, Canada. Onsite interviews are being conducted (while walking through a venue facility) with twelve program managers in the Toronto area. We use an interpretive descriptive approach which sees the research problem as residing within two or more conceptual, action and value related factors (Thorne, 2008). Consistent with this method, a form of critical discourse analysis is used to “account for the roles of language, language use, and (in)coherence and the communicative uses of texts in the (re)production of dominance and inequalities in society” (van Dijk, 1993, p. 249). This analysis technique helps identify the social structures and attitudes that promote an ongoing recognition of disability in the post-event legacy outcomes.

Discussion and Implications.

The presentation of findings focuses on the ways in which the novel construct of recognition helps to brings to the surface the language, perspectives and attitudes of stakeholders in the post-parasport event era. It highlights the challenge of understanding event impacts from a singular perspective. This critical disability research will contribute to the sport management field by demonstrating the value of the novel conceptual framework of recognition to examine sport event impacts. This research has practical implications by encouraging sport managers, organizations, and institutions to better gauge the depth of disability awareness in their legacy planning initiatives and the ongoing recognition in the subsequent delivery of hosting outcomes and impacts.

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Sport Development - Sport Development (Physical Activity)
virtual asynchronous
Poster
Abstract 2020-264
Session: Poster Session II

The high-concept that emerged in today's entertainment culture with the advent of the Fourth Industry Revolution has made our lives changing rapidly. Furthermore, in modern society emotional consumption including emotions, meaning, individuality and enjoyment is increasing to overcome excessive stress (Eom & Lee, 2014).

Recently in Korea, various collaboration performances using high concept have been actively performed in the field of dance arts, too. For examples are 'Cirque Du Soleil' which is a combination of Circus and dance, 'ballerina that loves B-boy' which is a combination of ballet and break dance and 'Dancing 9 (TV program of Korea)' of dance battle audition formation (Son & Han, 2016). High-concept collaboration dance performance was popular and loved by the Korean audiences, which was not seen in tradition dance performance phenomenon.

These dance performances are a combination of invisible forms that provide satisfaction and emotion through empathy and communication to the audience who always wants something new (Daniel Pink, 2005).

Therefore, this study suggest way to effectively solve the chronic problem of Korean dance art field, which is the 'limited audience' by meeting the desires of high-concept collaboration dance performance and stimulating the sensibility of the audience. For that, this study was to examine and predict the potential expectation emotion, spectator intention of high-concept collaboration dance audience using the four variables of ETPB. Also, this study indicated through the moderating effect of access burden (negative image about dance) the relation between ETPB and spectator intention. In other word, this study aims to provide an important fundamental data for establishing a differentiated audience attraction strategy for high-concept collaboration dance performance in the highly competitive performing Korean arts market.

To achieve this purpose of the study conducted a survey to 350 Korean potential audiences who had experience watching high-concept collaboration dance performance contents. Out of total 350 questionnaires collected, 335 questionnaires were used for final analysis excluding 15 questionnaires that were not answered properly. For the analysis of results, frequency analysis, confirmatory factor analysis, reliability analysis, correlation analysis, structural equation model analysis, multiple group analysis by using SPSS 23.0 and AMOS 24.0 Version.

The results of the study are as follow. First, attitude and perceived behavioral control as which are predictive factors of ETPB had a significant effect on the expectation emotion of Korean potential audiences. Second, subjective norm and past experience as which are predictive factors of ETPB did not significant effect on the expectation emotion of Korean potential audiences. Third, expectation emotion had a significant effect on the high-concept collaboration dance performance spectator intention of Korean potential audiences. Fourth, moderating effect of access burden had a significant effect on the relationship between ETPB.

Through these study results, it was confirmed that attitude, perceived behavior control and expectation emotion were the determinant factors of Korean spectator intention to high concept collaboration dance performance. Therefore, it is necessary to establish differentiated marketing strategy to increase for attitude, perceived behavioral control, expectation emotion and accessibility of audience in order to continuously Korean potential audiences attraction high-concept collaboration dance performance.
Program Evaluation of a National Sport Organization’s Sport Participation Program: The Case of Baseball5™

Kerri Bodin, University of Ottawa
Georgia Teare, University of Ottawa
Jordan Bakhsh, University of Ottawa
Maxine Gauthier, University of Ottawa
Marijke Taks (Advisor), University of Ottawa

Sport Development - Other (Youth Sport) virtual asynchronous
Poster
Abstract 2020-265 Session: Poster Session II

Introduction and Context

To ensure sport organizations remain viable for communities, strategies must be employed to attract new participation (Vail, 2007). As such, to engage new youth participants, Baseball Canada implemented a pilot program called Baseball5™, a faster street version of the classic game of baseball. It is an accessible introductory version of baseball, requiring less space, equipment, and players per team. The purpose of this research project was to evaluate the Baseball5™ pilot program, guided by three research questions (RQs):

RQ1 – What was the participants’ overall satisfaction with the Baseball5™ pilot program?
RQ2 – What were the participants’ experiences with the Baseball5™ pilot program?
RQ3 – What were the coordinators’ experiences with the Baseball5™ pilot program?

Methods

In April and May 2019, Baseball Canada implemented the Baseball5™ pilot program in five different communities (i.e., Richmond, British Columbia; Edmonton, Alberta; Montréal, Québec; Trois-Rivières, Québec; Halifax, Nova Scotia). Each program was operated by a local coordinator within a school or community center. The Baseball5™ pilot program was evaluated using a convergent parallel mixed methods design (Creswell & Creswell, 2018), including three points of data collection (i.e., post-program survey, focus groups, semi-structured interviews).

Data were collected post event from youth through surveys (n=179; RR= 81.3%) and eight focus groups (n=42). Semi-structured interviews were conducted with eight coordinators. Survey items addressed youths’ overall satisfaction with the pilot program and preferences for future participation (Cardinal & Kosma, 2004; Prochaska, DiClemente, & Norcross, 1992). Focus groups discussed youths’ experiences with Baseball5™. Semi-structured interviews addressed the coordinators’ experiences with the program and their perceptions of youth participants’ experiences.

Results

Youth participants were on average 11.9 years old (SD=1.25) and evenly split between male (51%) and female (49%). Results indicated Baseball5™ was an accessible program but might be ineffective at developing physical literacy skills. Both male and female participants were more likely to participate in Baseball5™ over baseball if given the future option.

Focus groups revealed choice in participation (i.e., voluntary registration, versus required as part of physical education class) and program structure (i.e., during physical education class, outside of class time) influenced program enjoyment; the more autonomy youth felt over their participation, the more satisfied they seemed to be with their experience. Most participants enjoyed the accessibility of Baseball5™ and found no challenge in co-ed participation.

The coordinator interviews highlighted Baseball5™’s ability to make baseball fun, simple, and an accessible activity for youth. Coordinators suggested that holding future Baseball5™ programs before the region’s baseball season may help youth transition to playing baseball in their community.
Discussion and Conclusion

This study offers insight into effective strategies for practitioners to engage local youth with new and future sport participation. Findings demonstrate the importance of program registration and program structure to engage youth. Moreover, the alternative format of Baseball5™ seems to mitigate potential constraints to participation (e.g., equipment, space). Such findings inform practitioners to develop and implement accessible community participation programs to increase new sport participation.
The Co-Creation of Athlete Development: A Conjoint Analysis of Parents’ and Coaches’ Preferences for Youth Sport Programming

Edward Horne, Northern Illinois University

Sport Development - Sport Development (Youth Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Youth Sport II

Abstract 2020-266

Introduction and Literature Review

Parents and coaches are the most influential stakeholders in sport development/participation (Côté, 1999). Coaches design and deliver youth sport programming, while parents provide essential resources enabling participation. The parent-coach relationship literature overwhelmingly focuses on their negative actions and behaviors (Lauer et al., 2010). As a result, we lack an understanding of the utility parents and coaches place on key aspects of sport programs. This is especially important in the dynamics of a private, revenue-driven industry where it is in sport providers’ and coaches’ best interests to appease parents (i.e., the consumer) for the purpose of retention (Gilbert & Trudel, 2004). Evaluating both parents and coaches can elicit valuable insight into how their ability to work together impacts the development of youth athletes in a setting where this appears crucial. The purpose of the study then, was to determine the utility coaches and parents place on key program components, and identify any issues of alignment for effective athlete development.

The study was guided by Ranjan and Read’s (2004) core dimension of co-creation, which is described by three key concepts: equity, interaction, and knowledge sharing. In seeking to determine the importance parents and coaches place on key program features and to identify issues of misalignment, the study was guided by the following research questions:

1. To what degree do parents and coaches align in their views of the importance of youth sport program components?

2. How do parents and coaches compare in the utility they place on individual choice of program components?

Method

A choice-based conjoint model of sport program components, forcing respondents to trade-off program components against each other was used to determine their relative importance for each program component. Components included: (1) annual cost of program, (2) overall responsibility, (3) parent/coach communication, (4) program reputation, (5) coach certification and, (6) total hours of available practice. A purposive sampling technique was adopted to identify parents and coaches fitting the inclusion criteria (athletes with collegiate and/or professional aspirations aged roughly 13-15). Parents (n=240) and coaches (n=198) of youth tennis players completed online surveys. Relative importance was calculated for each of the six program components. A multivariate analysis of variance (MANOVA) was then conducted to determine if any significant differences existed in the relative importance parents and coaches placed on the six program attributes.

Results and Discussion

Results indicated instances of alignment, including both groups preference for shared responsibility. However, many significant areas of misalignment were also found. Specifically, parents’ and coaches’ differed in their relative importance for the annual cost of programs, the overall responsibility for athlete development decisions, and program reputation. These findings are important, as they highlight for practitioners a desire for greater collaboration between parents and coaches, while pinpointing areas where existing misalignment may act as an obstacle to optimal parent-coach co-creation. Findings also further our theoretical understanding of sport development, particularly with regards to how to establish greater co-creation between the two key facilitators of sport development/participation.
The Invisible Hand: The Role of Context in Shaping the Environment of an SBYD Program Environment

Nneka Arinze, University of Connecticut
Jennifer McGarry (Advisor), University of Connecticut

Sport Development - Other (Youth Sport)  
10-minute lightning talk (including questions)  
Virtual asynchronous

Abstract 2020-267  
Session: Corporate Social Responsibility/Youth Sport

Sport based youth development (SBYD) programs are means to provide sport and physical activity access to youth traditionally underserved youth in this regard (Youth Sports Collaborative Network, 2017). In particular, these programs provide girls who participate with an array of benefits, including the socioemotional, mental, and physical well-being (LaVoi, Strong, Pearson, Skeen, Bruening, & Lerner, 2009). These programs are of particular interest because they are guided by a framework which encourages creating supportive environments (Perkins & Noam, 2007). These types of environments mirror those suggested by researchers as those best for improving physical activity among Black and Hispanic girls, those who most likely to be physically inactive (see Kelly et al., 2010; Baskin et al., 2015).

In the SBYD framework as presented by Perkins & Noam (2007), considerations for the supportive context include positive youth-adult and peer to peer relationships and the structure of the program (Perkins & Noam, 2007). In sport-based youth development (SBYD) programs there is evidence that youth perceptions of the environment of these programs is shaped by the motivational climate (Gould, Flett, & Lauer, 2012) the support they receive from adult leaders (Ullrich-French, McDonough, & Smith, 2012), opportunities for social skills learning, and behaviors modeled by adult leaders (McDonough, Ullrich-French, & McDavid, 2018). Each of these program aspects are tied to relationships and structures built into the program and controlled by adult leaders. However, authors within the positive youth development literature, the framework upon which the SBYD framework was based, highlight the importance of another important factor for youth outcomes: context (Lerner et al., 2012). The impact of programs depends upon youths’ access to other physical and institutional resources, other relationships in the social environment, collective activity or community engagement, and the accessibility of contextual resources. Therefore factors external to programs weigh heavily on youth outcomes. The purpose of this lightning talk is to propose the need to consider the role of these contextual factors in shaping the environment within SBYD programs.

This proposal is drawn from a larger case study of a school-based SBYD program for Black and Hispanic early adolescent girls. Data was collected through observations of programming and the greater school environment and from interviews with adolescent participants and adult leaders. Key themes discussed in this lightning talk will include those related to the interplay within the school climate and the environment of the program. The expectations of teachers, aggression from peers, and school wide gender dynamics influenced the girls’ participation in and perception of the program. These elements also influenced the ways in which leaders experienced and shaped aspects of the program. These findings will be presented as an example of the ways factors outside of the control of program leaders influenced the environment of the program. The goal of this talk is to encourage more discussion of how external contexts- including the resources and climate in the greater community and structures housing the program- are important considerations for practitioners in program development and researchers who attempt to determine program outcomes.
To Specialize or Not to Specialize: Perspectives from Parents and Coaches

Shea Brgoch, The Ohio State University
Ashley Ryder, The Ohio State University
Obidiah Atkinson, The Ohio State University
Christin Zwolski, The Ohio State University
Leeann Lower-Hoppe (Advisor), The Ohio State University

Sport Development - Other (Youth Sport) virtual asynchronous
10-minute lightning talk (including questions)
Abstract 2020-268 Session: Corporate Social Responsibility/Youth Sport

Approximately 60 million children between the ages of 6 and 18 participate in some type of organized athletics (Jones, Bocarro, & Edwards, 2018; Popkin, Bayomy, & Ahmad, 2019). Over time, the management and delivery of youth sport has evolved into more privatized, adult-driven, and increasingly commercialized sport systems (Jones et al., 2018). As a result, focus has shifted toward competition and athletic success, and more youth athletes are guided toward specializing in a single sport, also known as early sport specialization (ESS; Coakley, 2010; Popkin et al., 2019). ESS is defined as participation in intensive organized sports training and/or competition for greater than eight months per year at the exclusion of other sports, for children 12 years of age or younger (LaPrade et al., 2016). However, ESS is not the only trajectory for elite sport attainment. The developmental model of sport participation (DMSP; Côté, Baker & Abernathy, 2007) describes ESS and early sport sampling (i.e., diversification) as two potential pathways for elite athletic development. Diversification reflects participation in a variety of sports and activities until approximately 12 years old, through which a young athlete develops multilateral physical, social, and psychological skills (Côté, 1999).

To date, scholarship has largely focused on studying ESS from the perspective of youth athletes, placing significant focus on burnout, overuse injuries, and skill development (Baker et al., 2009). To extend the body of knowledge pertaining to youth sport participation, the current study will explore ESS and diversification pathways from an interpersonal level, focusing on parents and coaches. The purpose of this study is to first assess how parents and coaches of youth athletes perceive ESS versus diversification and their associated outcomes, and what factors influence these perceptions. Second, the study aims to determine how parents and coaches’ attitudes and subjective norms impact their intention to influence an athlete’s sport participation.

A phenomenological qualitative approach will be adopted to explore the essence of how and why parents and coaches influence early specialization or diversification. In the first phase of the study, semi-structured interviews lasting approximately 30-45 minutes will be conducted with 10 interscholastic middle school coaches and 10 club coaches associated with Under (U)10, U11, or U12 teams. Softball, baseball, girls’ and boys’ basketball or girls’ and boys’ soccer will be targeted as these sports are prone to specialization (Martin et al., 2017; The Aspen Institute, 2018). In the second phase, interviews will be conducted with parents of specialized and diversified athletes. Interviews will be transcribed verbatim and analyzed through thematic analysis. From the data collected, comparisons can be made within and across several groups (e.g., parents and coaches, interscholastic and club) to identify how different stakeholders in youth sport are informed about ESS and diversification. As the debate over early specialization or diversification continues in youth athletics, results from this study will focus on aligning research studies, educational resources, and stakeholder knowledge to more effectively translate research into practice for athletes, parents, and coaches.
Understanding Change in the Sport Development Stakeholder Network of Korean Ice Hockey as a Result of Hosting the 2018 PyeongChang Olympic Games

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Becca Leopkey (Advisor), University of Georgia

Sport Development - Sport Development (Olympic Sport)

Abstract 2020-269

Some countries (e.g., Australia, UK) have utilized the hosting of sporting events to accelerate the development of sport (i.e., amending and creating policies, processes and practices that facilitate opportunities to involve people in sport) (Houlihan & Green, 2007). To expedite this process, a number of stakeholders are required to work closely together (Chalip et al., 1996). Specifically, individual sports are traditionally governed by their respective national sport organizations (NSOs) and local government agencies (Sotiriadou et al., 2008); however, other international sport bodies, such as the International Olympic Committee (IOC) and international federations could also play salient roles in their advancement (Girginov & Hills, 2008), especially when coupled with the hosting of a mega-event like the Olympic Games.

Given the necessity of involving a variety of stakeholders in the development of a sport, understanding a sport’s development network is critical since stakeholder relationships occur in a network of influences and consist of a series of multifaceted bonds (Rowley, 1997). Therefore, this study will investigate the sport development network associated with the growth and advancement of ice hockey in relation to the hosting of the 2018 PyeongChang Olympic Games in South Korea. This will be accomplished by a) identifying the stakeholders involved in ice hockey’s development at the pre-Olympic bid stage and following the hosting of the 2018 Games, b) analyzing how the network changed following the awarding of the Olympic Games/conclusion of the event, and c) examining how these changes impacted the sport’s growth and advancement in the country.

Method

A case study (Yin, 2013) was built using a combination of archival materials and semi-structured interviews (n=31). The transcribed data was analyzed using content analysis as suggested by Miles et al. (2014). Subsequently, UCINET was utilized in characterizing (in terms of network density, centrality, etc.) and visualizing the changes to the network of stakeholders involved in the development of ice hockey in the country.

Results and Implications

Our preliminary findings indicate that the hosting of the 2018 Games increased the complexity of ice hockey’s sport development network. Specifically, a number of emergent actors directly related to the staging of (e.g., IOC, International Ice Hockey Federation (IIHF), PyeongChang Organizing Committee) and preparation for the event (e.g. Army team, independent league) were noted. Additionally, the Korea Ice Hockey Association was pressured to take a more central role due to an increased amount of available financial resources. Moreover, the inclusion of the international bodies (e.g., IOC, IIHF) in the network attracted informational and legitimacy/political support, which Korean ice hockey lacked before hosting the event. The findings contribute to the literature by delineating the stakeholder network, which includes various actors and the changes within the network in the course of the development of the sport in relation to the hosting of a mega-sport event. By demonstrating an overall picture of the actors involved in and potential influences of hosting on a sport’s development network, the findings could assist future host countries (e.g., the 2022 Beijing) in facilitating the growth and development of less popular sports.
Youth Athletes’ Process of Acquiring the Sport Development Perspective at the Youth Olympic Games

Keita Kinoshita, University of Ottawa
Eric MacIntosh (Advisor), University of Ottawa
Milena M. Parent, University of Ottawa

Sport Development - Sport Development (Youth Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Youth Sport II
Abstract 2020-270

Through the power of sport, the International Olympic Committee (IOC) strives to develop social and sport outcomes for the young competitors of the Youth Olympic Games (YOG; Hanstad, Parent, & Houlihan, 2014; MacIntosh, Parent, & Culver, 2019). For instance, the IOC aims to “contribute to building a peaceful and better world by educating youth through sport practiced in accordance with Olympism and its values” (IOC, 2017, p. 15). Moreover, the IOC has described the YOG as a place to learn about sport, culture, and education relating to the Olympic Values of Excellence, Friendship, and Respect for young athletes (IOC, 2014). Over the past three editions of the YOG, the IOC has developed the YOG concept and its sport, culture and education offerings to participants (Parent, MacIntosh, Culver & Naraine, 2019). It therefore becomes important to examine the IOC’s espoused outcomes given this evolution. Thus, the purpose of this study was to investigate these espoused outcomes from the perspective of the young athletes competing at the 2018 YOG. In particular, the causal process of how the planned service environment of the YOG contributes (if at all) to young athletes’ learning is examined using a transformative service research lens (Anderson, & Ostrom, 2015) and control value theory (Perkun, 2006).

A survey instrument was created based on previous research with athletes (MacIntosh, Kinoshita, Naraine, & Sato, 2019). The survey was sent post-Games via an online invitation and was constructed to measure the athletes’: 1) satisfaction with the service environment; 2) enjoyment of the YOG, 3) learning experience at the YOG, and; 4) athlete value perception. 330 anonymized survey responses were collected (boys = 130, girls = 200). SPSS was used to run the analyses. Four models were examined with two-mediators in each using the PROCESS macro Model 6 based on 5000 bootstrap samples (Hayes, 2013).

According to the results, all the reliable and independent factors (i.e., Learn & Share, Service Experience, Basic Needs, and Communication) significantly predicted YOG athlete value perception through learning (Mediator1) and enjoyment (Mediator2) both individually and in-sequence.

For the IOC to create greater YOG athlete value (an IOC desired outcomes), athletes’ sense of enjoyment and learning are essential. This investigation clarified the importance of ensuring basic and communication needs are met for young athletes. Additionally, this study demonstrates the importance of the service environment, including the Learn and Share component, on athlete enjoyment and learning. Evidence demonstrates that, through athlete enjoyment and learning, the acquisition of YOG athlete value increases, consequently bolstering the notions advanced in control value theory where positive emotions enhance one's learning. Thus, for the IOC, creating an environment that is not only focused on the competition, but that also offers education and cultural opportunities for athlete exchange is important. This study demonstrates how the YOG impact young athletes through their unique program and, in particular, the significant relationship between enjoyment and learning on the acquisition of a target variable in sport.
Abstract withdrawn.
Sport for Development
A Case for Virtual Reality and Individuals with Disabilities

Michelle Ferrer, Eastern Connecticut State University
Gregory Kane, Eastern Connecticut State University
JoonYoung Han, Yeungnam University

Sport for Development - Other (Disability Sport) virtual asynchronous Poster
Abstract 2020-272 Session: Poster Session III

Ten years ago, in her Dr. Earle F. Zeigler Lecture, Mary Hums detailed the need for sport managers to be good citizens. That is, as a profession, sport managers need to consider social entrepreneurship, technology, environmental respect, sport for development and peace, and sport and human rights (Hums, 2010). Dr. Hums’ call to action suggested that, as a discipline, we must find new ways to challenge our students and ourselves and find those voices that have yet to be heard. This project seeks to identify an underrepresented group, challenge the conventional, and make recommendations for new technological advances.

According to a 2016 report from Centers for Disease Control and Prevention (CDC) 24.6% of individuals age 18 and older have a disability. The CDC reports that 38.2% of adults with a disability are obese, compared to 23.2% of adults without a disability that are obese; 11.5% of adults with a disability have a heart disease, while 3.8% of adults without a disability have a heart disease. One avenue to combat health disparities is through participation in sport and physical activity. The National Center for Health Statistics (2017) reported that 56% of adults with disabilities in the United States did not participate in any sport or physical activity, which is significantly higher than the rates of inactivity among the general population. These numbers allude to the barrier’s individuals with disabilities face in sport and physical activity participation. One potential opportunity to address these barriers is access the beneficial use of virtual reality (VR) equipment. In Warburton’s (2013) review of virtual reality gaming health benefits, he found that active gaming is a viable means of increasing activity levels and decreasing sedentary behaviors.

With the introduction of the Oculus Rift and HTC Vive, consumer based virtual reality experiences are now a more practical and approachable technology. With the 14 million VR and augmented reality (AR) devices expected to be sold in 2019 there is currently more than 171 million VR users worldwide. However, there appears to be an underrepresented group that has not had the same experiences as the rest in regard to utilizing such technology. In a VR sport experience, a participant has a limited ability to maneuver. Sports games provide navigation in the environment by using teleporting and limited walking. This is not however, the way someone who uses a manual wheelchair would operate in reality. Wheelchairs, specifically sport wheelchairs are designed for movement that glides in an environment rather than teleporting and walking. This disconnect contaminates the VR environment, reduces the enjoyment of the experience, and prevents the natural locomotion of the participant. The result is a less enjoyable, less realistic, and ultimately less beneficial sport experience. This a call to challenge the conventional practices and develop a more inclusive sport VR experience. Developing a more inclusive sport VR experience could be one way to increase access to physical activity and sport for individuals with disabilities and address Mary Hums’ Zielger Lecture recommendations for the profession.
A Giant Look Back: Detailing the Success of the Last Nine Years for a Large-Scale Applied Research Partnership

Brian Greenwood, California Polytechnic State University
Sarah Macias, California Polytechnic State University
Sue Petersen, Giants Community Fund
Paul Giulacci, Giants Community Fund
Cassandra Hofman, Giants Community Fund

Sport for Development - Other (Community Sport)  
20-minute oral presentation (including questions)  
Abstract 2020-273  
Session: Sport-Based Youth Development I

During the most successful ten-year period in the history of the San Francisco Giants, a period that saw the organization’s baseball team win three World Series titles on the field, equivalent success was being experienced off the field by the Giants Community Fund. In an era in which community and sports-based youth development has flourished, the Giants Community Fund has set the standard in earning Major League Baseball’s Commissioner’s Award for Philanthropic Excellence in 2015, ESPN’s Sports Humanitarian Team of the Year in 2016, and the Robert Wood Johnson Foundation’s Sports Award in 2017.

Junior Giants, the flagship program of the Giants Community Fund that was founded in 1991, is an eight-week summer program that brings free non-competitive summer baseball and softball to nearly 24,000 youth who may not be able to afford to play in traditional leagues. The holistic positive youth development-centered curriculum employed by the Junior Giants utilizes baseball as a medium to promote character development, education through summer reading and STEM engagement, health/nutrition, and bullying prevention.

In 2011, the leadership of the Giants Community Fund with support from the Board of Directors commenced a partnership with Cal Poly, San Luis Obispo and co-created a program evaluation research study that has grown into a large-scale annual project promoting quality control for the 80-85 leagues engaged in the program throughout the Giants footprint. The study includes mixed-methods triangulation through an innovative approach that now annually employs 80-100 Ambassadors who assist in data collection efforts and provide critical support to league organizers.

For the entirety of the 9-year time period of the partnership (with the third of three phases completed in 2019), approximately 85,000 surveys have been collected from parents/guardians and coaches/team parents while another 25,000 structured interviews have been conducted with youth participants over age 8. For the 6-year period (2014-2019) marked by an expansion of the project to include data collection from all leagues, annual averages for surveys and interviews have been as follows: 10,760 parent/guardian surveys, 3,056 coach/team parent surveys, and 4,055 participants interviews. In addition, the last three years have also involved 4-5 case studies being developed annually as a means to enhance best practices among the leagues.

The presentation will involve insight into the co-creation, management, and methodology of this large-scale applied research study. Study highlights and details will include: the evolution of the Junior Giants Ambassador program, management of big data, employment of technology to engage on a large scale, the role of undergraduate research assistants, league ratings and process for development of 80-85 annual league reports, and a look at the future of the study. Participants will be empowered to develop their own sports-based youth development partnerships and leverage technology as a means for promoting research-based solutions to quality control in a large-scale study.
A Psychological Contract Perspective for Volunteer Retention

Mi Ryoung Chung, University of Illinois at Urbana-Champaign
Jon Welty Peachey (Advisor), University of Illinois at Urbana-Champaign

Sport for Development - Other (Volunteers) virtual asynchronous 20-minute oral presentation (including questions) Session: Volunteers I Abstract 2020-274

Introduction

Volunteers in sport-for-development and peace (SDP) organizations play a critical role since they lead programs towards intended outcomes. To enhance retention, SDP organizations need to strengthen management practices that enrich the volunteer experience (Welty Peachey, Lyras, Cohen, Bruening, & Cunningham, 2014). Most scholarly research has a theoretical and empirical bias favoring developed countries from a Western perspective (Butcher & Einolf, 2017). Therefore, understanding the volunteer experience in non-Western contexts is integral for SDP organizations working in these areas to enhance retention. The purpose of this study is to examine the relationship between management practices and volunteers’ expectations in non-Western contexts, and to investigate how these organizations influence retention of volunteers through a comparative research project.

Theoretical Framework and Literature Review

Volunteer retention is a critical issue for sport organizations. Lack of volunteers can threaten the existence of organizations, and the replacement and training of new volunteers are costly in money and time (Walker, Accadia, & Costa, 2016). Psychological contract theory has been utilized in studies of employee/employer relations and in the volunteer context (Nichols & Ojala, 2009). There are two aspects to psychological contracts, transactional contracts and relational contracts (Rousseau, 1995). A recent addition to psychological contract theory is the ideological contract (Vantilborgh et al., 2012). An ideological contract should emerge in organizations with a strong emphasis on a cause or values (Thompson & Bunderson, 2003), which fits the approach of many SDP organizations. When psychological contracts are not fulfilled, decreased commitment can occur (Vantilborgh et al., 2012). Moreover, national culture can influence perceptions about expectations and obligations that define an individual's psychological contract with the organization (Kickul, Lester, & Belgio, 2004). Drawing from psychological contract theory, the following research questions were developed: (a) What types of psychological contracts are relevant for SDP volunteers and organizations? (b) Which psychological contract best predicts an organizations' ability to retain volunteers?, and (c) What are the differences (if at all) between psychological contracts in South Korean and Argentinian SDP organizations?

Method

A total of 18 volunteers and six managers were recruited from two SDP organizations in South Korea and Argentina. Data are being collected via personal interviews. A semi-structured interview guide was developed based upon psychological contract theory (Vantilborgh et al., 2012). A priori, thematic coding (Miles, Huberman, & Saldana, 2014) is being utilized to independently code all transcripts. To ensure trustworthiness, member checks of transcripts will take place (Creswell, 2012). In addition, translation and back translation are being utilized to ensure that translations into English from both Korean and Spanish are accurate (Anderson, 1967).

Expected Findings and Discussion

We expect to find differences in the psychological contracts between South Korean and Argentinian contexts. Also, we anticipate that fulfilling ideological contracts will help the organization retain volunteers for a longer period of time. These findings will be important for SDP organizations as they may inform strategies to improve volunteer retention. This study will also advance theory on volunteer retention by focusing on non-Western contexts and also by examining the ideological contract, which has not been yet fully explored.
Authentic Leadership Development at the MLSE Launchpad

Ryan Clutterbuck, Brock University
Marika Warner, Maple Leaf Sports & Entertainment

Sport for Development - Other (Youth Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Leadership II
Abstract 2020-275

Leadership development is “a continuous learning process that spans an entire lifetime; where knowledge and experience builds and allows for even more advanced learning and growth” (Brungardt, 1996, p. 83). And according to Bass (1990), “the effectiveness of [leadership] training depends on the trainee, the trainer, the composition of the training group…[and] feedback” (p. 856). In the youth sport context, researchers indicate that there are antecedent skills (e.g., self-awareness), environmental conditions (e.g., mentor access), and actions (e.g., persistence and reflection) that enable youth to lead effectively (Redmond & Dolan, 2014). While others describe the importance of youth leaders learning to care about others and to demonstrate optimism and other transformational behaviours (e.g., inspirational motivation) (Gould & Voelker, 2013).

In the sport for development (SFD) context, and according to Schulenkorf (2017), “sport managers can learn from these experiences…[and] SFD scholars may be able to contribute to the development of strong, inclusive, and well-respected leaders in SFD” (p. 248). Thus, the purpose of this research project is to develop more authentic leaders (Avolio, Gardner, & Walumbwa, 2018) who are strong, inclusive, and well-respected, using the sport of tackle football at the Maple Leaf Sports & Entertainment (MLSE) Launchpad. In September 2019, 17 high school football players from Canada agreed to participate in this study (n=17). The football players completed a day-long workshop at Launchpad that included modified football games designed to build trust and enhance their communication skills, and reflective learning exercises to develop self-awareness and conflict resolution skills. The football players also completed the Authentic Leadership Questionnaire (ALQ) Self Version 1.0 and offered qualitative responses to questions regarding challenges they faced leading their teams.

This research is still in progress, and semi-structured interviews (following Patton, 2015) will be conducted with the football players and also with their high school’s head football coach at the conclusion of 2019 season. Findings from this research will enhance our understanding of youth leadership development in SFD broadly and using tackle football specifically. Implications for SFD practitioners and youth sport leaders will be highlighted during this presentation.
Barriers and Facilitators of Developing Physical Literacy of Athletes with Intellectual Disabilities through Special Olympics

Leeann Lower-Hoppe, The Ohio State University
Shea Brgoch, The Ohio State University
Kelly Tanner, The Ohio State University
Catherine Quatman-Yates, The Ohio State University
Sue Sutherland, The Ohio State University
Christy Zawolski, The Ohio State University
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Sport for Development - Other (Disability Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Parasport

Abstract 2020-276

Approximately 6.5 million individuals in the United States have an intellectual disability (ID), which can adversely impact quality of life and life expectancy (Healthy Children, 2015). Sedentary behaviors, obesity, and secondary health conditions are more prevalent among individuals with ID (Rimmer, Yamaki, Lowry, Wang, & Vogel, 2010). Factors associated with decreased physical activity include both personal characteristics (e.g., social and physical challenges) as well as environmental barriers (e.g., insufficient access to physical activity resources; Tint, Thompson, & Weiss, 2017). Sport programs can reduce physical inactivity and, in turn, mitigate secondary health complications (Bryl, Matuszak, & Hoffman, 2013). Special Olympics (SO) is the largest organization that utilizes sport to improve the health of people with ID (Special Olympics, n.d.). Participation in SO has been associated with positive health outcomes (Maude, 2010); however, many SO interventions are not guided by a definitive theoretical framework.

Physical literacy is an emerging theoretical framework considered an important antecedent of physical activity (Edwards, Bryan, Keegan, Morgan, & Jones, 2017). It encompasses the “motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life” (International Physical Literacy Association, 2017). The physical literacy framework can potentially radically reform sport interventions, improving wellness outcomes by promoting physical activity for life. However, physical literacy interventions for different ages, abilities, and environments have not been adequately studied (Edwards et al., 2018). The objective of this study was to explore the perspectives of SO stakeholders (i.e., administrators, coaches, and athletes) to identify barriers and facilitators to improving physical literacy of athletes with ID through SO Ohio using an inclusive research design.

The researchers approached the study from a social constructivist epistemology, using qualitative methods to explore the perspectives of SO multi-stakeholders. Strategies were employed to enhance trustworthiness of the data. With the support of SO Ohio (community partner), 12 SO administrators, 12 SO coaches, and 21 SO athletes were purposefully recruited to participate in the study. The researchers utilized a semi-structured focus group protocol to facilitate four administrator focus groups, four coach focus groups, and five athlete focus groups. Each focus group lasted 60-90 minutes and was comprised of three to four participants, organized by stakeholder group. A follow-up interview with one individual from each focus group, lasting 30-60 minutes, was completed to gain deeper understanding and clarity of the emerging themes.

The audio recorded data were transcribed verbatim, imported to NVivo software, and analyzed. The researchers identified preliminary themes through inductive analysis via open and axial coding and constant comparison methods. Results thus far indicate that barriers and facilitators of physical literacy development were not mutually exclusive, with preliminary themes including: social agents’ influence on athletes’ physical activity behaviors, technical constraints of SO participation (e.g., transportation), inclusive programming accommodating disabilities, coaching education and experience with special population, and program intervention curricula. Results from this study will provide foundational data to inform development and management of physical literacy interventions that reduce health disparities and improve wellness among people with ID through sport.
Beyond Pressure: Black and Hispanic Girls’ Peer Experiences in a Sport-Based Youth Development Program

Nneka Arinze, University of Connecticut
Jennifer McGarry (Advisor), University of Connecticut

Sport for Development - Other (Youth Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sport-Based Youth Development I
Abstract 2020-277

While physical activity generally declines as youth age (National Physical Activity Plan Alliance, 2016), girls experience a higher level of decline than boys (Rew, et al., 2015). In particular, this gender disparity becomes significant in early adolescence (Lenhart, et al., 2014). For girls of color, this drop off becomes steeper as they age, causing an even greater disparity in their participation rates in comparison to White girls (Kimm, et al., 2002). This decline in activity coincides with a time in development where the weight of peer influence begins to increase (Brown & Larson, 2009). For girls in particular, peer support is a strong correlate of physical activity (Kelly et al., 2010; Lenhart et al., 2014; Dishman, et al., 2010), and friends positively influence participation by improving confidence (Yungblut, et al., 2012). However peers can discourage participation through criticism (Casey et al., 2016), bullying, and encouraging inactivity (Slater & Tiggeman, 2010). Increasing our understanding of the role of peers in shaping participation behaviors is key to stemming the continuing decline in physical activity among girls, but research has largely centered the peer experiences of White girls (Brown & Larson, 2009), it is necessary to consider these identity markers when exploring the peer environments of Black and Hispanic girls (Rubin, et al., 2006). Therefore, the purpose of this study was to better understand the influence of peers on the participation of Black and Hispanic girls in a sport-based youth development program.

I conducted a case study of a sport-based youth development program serving Black and Hispanic early adolescent girls. Participants included six of the adolescent participants and seven women leaders of the program. Data was collected using participant-generated sociograms, participant-observation, and interviews with adolescent participants and adult leaders. Sociograms were combined to create a network of relationships among youth participants. Field notes and interview transcripts were coded using Atlas.ti. Three key themes from the study will be discussed in this presentation. Among these are:

1) Surveillance: A fear of being watched and criticized by others led girls to shrink back from participation.
2) Relationships: Connections with other group members served as the impetus to join, but strained relationships among members discouraged continued attendance and engagement.
3) Ego-orientation: A focus on winning led to anti-social behaviors among participants.

These findings are useful to both researchers and practitioners as they provide a better basis for understanding the influence of peers on Black and Hispanic girls’ participation in these settings. They expand on previous peer studies in sport and PA with more behaviors to consider within peer environments and the inclusion of the experiences of Black and Hispanic girls. The findings point to specific ways practitioners can develop and maintain inviting environments for participants. Namely, a focus on positive relationships among group members through a focus on group composition, climate of the program, and consistent expectations should be a goal for those attempting to increase sport and physical activity participation among traditionally under-active participants.
Conceptualising the Unique Contribution of Sport to Sport for Development

Emma Sherry, Swinburne University of Technology
Jon Welty Peachey, University of Illinois at Urbana-Champaign
NaRi Shin, Texas Tech University

Sport for Development - Other (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Sport For Development Theory
Abstract 2020-278

The purpose of this conceptual work is to build a theoretical framework addressing the unique contribution of sport in Sport for Development (SFD). Practitioners and academicians in SFD have argued that sport provides a useful context for the accomplishment of community and individual development (Cohen & Welty Peachey, 2015; Sherry, 2010). However, little is known as to the unique aspects sport may bring to the development process, as distinct from other development engines. While SFD scholars have continuously endeavored to explain the contribution of sport to SFD (Levermore, 2011), there has been a scarcity of research on practitioners’ conceptualizations (Spaaij et al., 2017). Accordingly, this conceptual work is grounded in two preceding empirical studies with leading SFD academicians and practitioners whom engaged in a conceptual mapping process, whereby they generated and categorized ideas of the unique contribution of sport to SFD.

Thirty-one academicians and 35 practitioners took part in each study respectively. Conceptual mapping is a participatory group idea mapping tool, designed to collect qualitative data and analyze them quantitatively (Kane & Trochim, 2007). We chose this approach to identify the two participant groups’ shared perceptions, ultimately integrating their perceptions to theorize the contribution of sport (Jackson & Trochim, 2002). Both groups were invited to an online platform through which participants were involved in a two-step process of data collection. Using an online platform allowed us to reach across a broad spectrum of academicians and practitioners from various locations and obtain a global perspective. Each group performed brainstorming to generate statements on the unique contribution of sport, and grouping, sorting, and rating to categorize and evaluate the generated statements. The results were analyzed with a hierarchical cluster analysis that developed a cluster map for each group representing a participant-driven visual depiction of ideas.

The results from the academics study presented five thematic clusters: (a) connecting people, (b) health, (c) collaboration and engagement, (d) social issues, and (e) hook. The interim results from the practitioner study presented six thematic clusters: (a) personal development; (b) connecting people; (c) attitudinal change; (d) sport as hook; (e) sport as delivery tool, and (f) health outcomes.

Although previous research has identified a disconnect between theory and practice of SFD, we found that the two groups – academics and practitioners – hold very similar conceptual understandings of the contribution of sport to SFD. We will provide an overview of our conceptual framework (currently in development) of these combined results during our presentation.

What is interesting to note, and will be discussed in more detail within our presentation, is that neither group adequately addressed the question – what is the unique contribution of sport to SFD? Rather, both groups focused more on the processes of SFD (e.g., hook, connecting people) and the outcomes of SFD (e.g., health, attitudinal change). These interim outcomes have highlighted the ongoing challenge for the SFD field to answer “why is sport unique?” and suggest that future theorizing and research may need to focus on sport as simply one tool of many in the development toolbox.
Extending the SDP Conversation: Hearing the Voices of Grassroots Sport Facilitators

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Sport for Development - Other (Community Sport) virtual asynchronous
Poster Abstract 2020-279 Session: Poster Session III

The sport for development and peace (SDP) domain is ever changing to become more intentional in mobilizing grassroots projects and empowering local leadership, but there remains strong dependency on external stakeholders that is manifested by socio-economic structures, power dynamics, and barriers to authentic dialog (Giulianotti et al., 2016). Scholars have recognized a need to alleviate dependency, and equip organizations with tools to grow and truly sustain programs capable of individual and community level change (Schulenkorf, 2017; Svensson, 2017).

Using a critical sociological lens, a place to start alleviating this dependency is to understand the perspectives of local leaders (Darnell et al., 2019; Sugden, 2015). Panda (2007) argues, “Local communities have valuable experience and a special understanding of their own environment. When the responsibility for preserving and maintaining the projects bestowed on them, it invites [their] dedication and commitment.” With recent scholarly efforts to understand organizational needs from the bottom-up, we now need to know more about grassroots organizations’ perspectives on their own needs, values, and ways of fulfilling their organizational goals and mission (Darnell et al., 2019; Svensson, 2017). The purpose of this study is to give a voice to the insightful knowledge and experience of grassroots leaders in the bigger academic conversation, while increasing our understanding of what is perceived to be successful, authentic, and/or problematic in external stakeholder relationships. Specifically, we will examine characteristics and collaboration processes, organizational design, intergroup dynamics and barriers to authentic dialogue.

In the Global North dominated realm of academic literature, research that empowers and acknowledges the validity of the valuable experience of grassroots leaders, is a necessary extension to the ongoing conversation attempting to combat difficulties of facilitated dependency. A naturalistic inquiry approach is the most suitable for understanding participant experiences from their perspectives (Lincoln & Guba, 1985). This in-progress study has a purposive sample of 25 grassroots leaders from varying SDP organizations, in countries across six continents (Trochim & Donnelley, 2008). To balance the principles of naturalistic inquiry with practical limitations, the participants currently are being interviewed via video call with the assistance of a translator when needed. Semi-structured interview questions will elicit grassroots leaders’ thoughts on the nature of external relationships in past and present, aspects of those relationships that are helpful and problematic, what organizational learning has occurred relative to stakeholder interactions, and what they are seeking in future relationships to help them grow and sustain authentic programming. Data will be analyzed with an open-coding, inductive analysis approach that allows themes to emerge from the voices of the practitioners themselves (Lincoln & Guba, 1985).

Current findings of this exploratory study include themes regarding (1) preferences for external stakeholders who invest time and understanding in local culture and community, (2) begrudged collaboration with heavy top-down approaches, and (3) amenable and enthusiastic engagement with a variety of resources. This study will contribute to SDP theory in understanding the impact of top-down and bottom-up SDP approaches, as well as guide future empirical research and conceptual theories on sustainability and maintaining authenticity in SDP grassroots organizations.
Forecasting Spectator Sport and Population Health Research: A Delphi Study

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Matt Bowers, University of Texas at Austin
Packianathan Chelladurai, Troy University

Sport for Development - Other (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Population Health/Civic Engagement

Abstract 2020-280

The importance of understanding the relationship between spectator sport and population health has been recognized within the sport management field (Inoue, Berg, & Chelladurai, 2015, 2019). However, there is a lack of consensus about how this relationship should be investigated by future scholars. The purpose of this study is to facilitate leading sport management scholars establishing their points of agreement about the present status and future needs for spectator sport and population health research.

Delphi studies are useful for understanding decision making and generating expert opinion (Jacobs, Dehue, Völlink, & Lechner, 2014), and have been established as a viable research approach in the sport management field. Studies such as Costa (2005) and Bowers, Green, and Seifried (2014) used the Delphi method to examine the future of the broader sport management field. Other Delphi research has studied specific issues in the sport management discipline (e.g., Anderson et al., 2019; Leonard & Schimmel, 2016). Consequently, using the Delphi method, the following research question is addressed in the current study: What are the opportunities and challenges future sport management scholars will face in investigating the relationship between spectator sport and population health?

Sport management scholars whose research was linked to or directly addressed spectator sport and population health were invited as potential participants. This included NASSM Research Fellows as well as other sport management scholars who have published research on spectator sport and population health. Twenty participants from the sport management field agreed to serve on the expert panel. The 20 panel members worked for 19 universities, held various research interests, and were based in four countries (i.e., USA, UK, Canada, Australia). Ongoing data collection will conclude early in 2020.

This Delphi study includes three rounds of data collection. In Round One, the participants will respond to open-ended questions via an online Qualtrics questionnaire. The research team will analyze the data collected in Round One to generate the open-ended questions given in Round Two. The results of Round Two will determine the survey used in Round Three, in which participants will rate the most important themes or issues that have been raised in Rounds One and Two. Rather than selecting an a priori theoretical framework, this study will use an ex post facto interpretive lens to allow the expert panel to guide the research questions and resulting perspectives on the topic, which the Delphi method necessitates (cf. Bowers et al., 2014). Using Nvivo, the qualitative data will be analyzed independently by three members of the research team to code responses and identify central issues emerging from the panel feedback. The quantitative data collected in Round Three will be analyzed using descriptive statistics and t-tests.

The theoretical and practical implications generated from the data will serve as a call to action to help identify the most relevant opportunities and challenges for advancing the body of knowledge on this topic within the sport management field. This will help demonstrate the distinctiveness of sport and its linkages with other disciplines, as Chalip (2006) encouraged NASSM members.
Integrating a Cultural Competency Framework in SBYD Programs

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Christine Wegner (Advisor), University of Florida
Trevor Bopp (Advisor), University of Florida

Sport for Development - Other (Youth Sport)  virtual asynchronous
Poster
Abstract 2020-281  Session: Poster Session III

Capitalizing on the allure of sport to entice youth participation and cultivate developmental skills (Kidd, 2013), sport-based youth development (SBYD) programs are implemented within a wide range of racial, socioeconomic, religious, historical, and political contexts (Spaaij et al, 2017). SBYDs commonly function within ideologies of a dominant culture, operating as sites for domestic or foreign colonialization (Anderson, 2006). Access to the program is contingent on the participants’ behavioral adaptations, potentially forfeiting or rejecting the norms of their own community (Hartmann & Kwauk, 2011). Cultures shape the “values, beliefs, and world-views” (Whitley et al., 2014 p. 228) of communities, and given the variety of contexts in which SBYD programs are implemented, there is often a disconnect between the socio-cultural ideologies of program participants and administrators. Thus, cultural competence becomes a critical component of SBYD program development, implementation, and outcomes.

Cultural competence is the ability/capacity to understand and operate within local cultural norms and values in which the program is implemented. Astoundingly, cultural competence has been overlooked within the SBYD literature regarding its conceptualization and empirical employment/consideration (Whitley et al, 2014). However, cultural competence is recognized in the program evaluation literature and is defined as “responsive inquiry that is actively understanding, and appreciative across cultures; that frames the epistemology of the organizer; that employs culturally appropriate methodology; and employs participatory involvement, with interpretive means to arrive at the results and dissemination of the findings” (SenGupta et al, 2004 p. 13). In a metanalysis analyzing empirical literature, Chouinard and Cousins (2009) provided an organizing framework to illustrate the 5 interconnected dimensions of cultural competency in cross-cultural contexts: a) relational, the co-creation of knowledge by program participants; b) ecological, the contextualized understanding of the multiple factors that shape the program and community; c) methodological, factors involved with program theories selected to guide process, along with the methods and instruments for data collection and analysis; d) organizational, focuses on the structural parameters imposed on the program, including constraints enforced by program funding agencies or partners; and e) personal, the need for reflexivity from outsiders to understand their position within a context.

Utilizing Chouinard and Cousins (2009) framework of 5 dimensions of cultural competency in cross-cultural contexts, the purpose of this study is to examine and identify how, and if, each of the 5 dimensions of in cultural competency manifest in an SBYD program. A narrative case study approach (Creswell, 2007) will be taken to explore how various voices in program management consider or practice cultural competency in an SBYD conducted by a predominantly white institution (PWI) and comprised of primarily African American youth from a low socioeconomic and disadvantaged community. Focus groups and semi-structured interviews will be conducted with program directors, staff, and volunteers from the SBYD to expose patterns, if any, of effective or inadequate culturally competent practice and development. Implications of the study may provide evidence-based support to drive policy towards a universal adaption of a culturally competent management framework and increase SBYD cross-cultural proficiency.
Leveraging a Communication Approach to Understand Sport for Social Change in an SDP Setting

Caitlin Williams, Texas A&M University
Marlene Dixon (Advisor), Texas A&M University

While Sport for Development and Peace (SDP) organizations recognize the impactful contributions that sport can make towards individual and social change (Coalter, 2013; Green, 2008; Sugden, 2008), scholars have also noted the limitations of using sport to achieve transformational outcomes (Hills et al., 2019; Schulenkorf, 2017). In order to maximize the impact of SDP organizations, practitioners and scholars use theories of change to examine the processes and designs embedded within SDP contexts and objectives (Coalter, 2012; Hills et al., 2019). However, these studies tend to overlook the valuable role of communication in sport. Sport shapes community interactions and affects which voices participate in those interactions. Scholars have recently started to consider the voices of more stakeholders involved at multiple levels of the organization, including mentor leaders, program directors, teachers, and principals (e.g., Dixon & Svensson, 2019). Still, peripheral voices, such as non-participants, community members, and parents of participants, continue to be muted in the analysis of social change implications. These peripheral voices are important to acknowledge because they can challenge assumptions about small or large impacts of organizations and highlight both trajectories and barriers for social change initiatives.

This study aims to understand the ways that communication around sport impacts social change objectives in a faith-based SDP organization in Africa. Using structuration theory (Giddens, 1986), we provide a lens to understand how communicative practices can enable and/or constrain the ability of an SDP organization to enact social change. Structuration theory specifically considers the ways individual agents produce and reproduce societal structures through social practices (Giddens, 1986).

Utilizing an ethnographic case study method, we conducted 30 formal and informal interviews with a diverse spectrum of stakeholders including program providers, mentors, community members, participants, parents, and school personnel (Lindlof & Taylor, 2002). We then employed a grounded theory approach in order to code, conceptualize, and categorize emergent themes, starting with the basis of agents and structures, yet allowing themes within these categories to emerge from the data (Charmaz, 2006). Data analysis is not complete, but initial themes reveal that communication in a faith-based SDP organization both facilitates and hinders individual and social change through discourses and social practices. Much of this discourse is embedded in the everyday language of the organization, yet is not necessarily agreed-upon or adopted by those peripheral to the organization, which shapes the ability to affect change beyond the participants themselves.

Within the field of SDP, our research emphasizes the importance of a communication lens in field settings. Further, an understanding of the underlying tensions within these discourses and social practices will contribute to building context and richness to the scholarly discourse around sport as a site for social change. Practically, the findings also provide guidance to this and other SDP organizations regarding the ways that individual change may or may not be reproduced or extended to social change within their surrounding context or community.
Leveraging Human and Social Capital to Transition Out of Sport and into Collegiate Athletic Coaching and Administration

Allison Smith, University of New Mexico
Tiesha Martin, Radford University
Fred Williams, University of New Mexico
Jeongwon Choi, University of New Mexico

Sport for Development - Social Capital (College Sport)  virtual asynchronous

20-minute oral presentation (including questions) Session: Career Development

Athletic transition in and out of sport has been explored extensively within the sport management literature (e.g., Fuller, 2014; Paule-Koba & Rohrs-Cordes, 2019; Smith & Hardin, 2018). Collegiate athletes (CA) experience both positive and negative transitions from sport. However, research has found when CAs “branched out” and explored areas neglected due to their sport, they were able to re-direct their passions into different areas (Fuller, 2014; Lally, 2007), sometimes remaining in sport in some capacity (Boixandos, Cruz, Judge, & Torregrosa, 2004). CAs that maintain realistic expectations surrounding their athletic careers and career maturity report more positive transitions to life after sports (Navarro, 2014; Warehime et al., 2017).

Social and human capital have been used to explain the differences in coaches’ career success, between women and men in athletics, and impediments to entrance and promotion within organizations (i.e., Cunningham & Sagas, 2007; Cunningham & Singer, 2007; Day, 2015; Day & McDonald, 2010). Social capital explains individuals with relationships aiding in social and networking support obtain more career benefits than peers with fewer resources (Moschetti & Hudley, 2015). Human capital posits individuals with more job-related skills (i.e., education, experience, training) obtain more career benefits than peers with fewer resources (Becker, 1993; Nordhaug, 1993). Previous research found women and minorities lack the same social and human capital as their white male peers and are faced with professional barriers to entry, discrimination, and uneven levels of career success (i.e., Cunningham & Singer, 2007; Day, 2015; Sagas & Cunningham, 2005). Despite existing literature exploring human and social capital within sport, little work has tied the two to athletic transition. Thus, the purpose of this study was to understand transition experiences of former collegiate athletes (FCA) now working in collegiate coaching or administration. This study sought to understand if FCAs established and leveraged social and human capital to move into their collegiate athletic jobs.

Semi-structured interviews were conducted via telephone and audio recorded with 10 FCAs now working in collegiate athletics. The interview protocol consisted of three parts: history of athletic career, transitioning out of sport, career path navigation and resources (human and social capital). After data collection and transcription, members of the research team participated in several rounds of coding. The researchers jointly grouped the codes into categories that were most applicable in order to generate themes.

Two themes were revealed: Lack of Human Capital and Importance of Athletic Network. Participants lacked academic majors that fit with their career paths, did not use available athletic academic resources, or lacked resources all together. Participants discussed that their relationships with coaches and teammates allowed them to network and move into new roles within athletics. Participants also discussed leaving sport was difficult, but they experienced a smooth transition out of sport. Findings have organizational culture implications both for the NCAA as a whole and athletic departments, as participants discussed how they lacked formalized human capital initiatives to enter the athletic workforce and further formalized networks between collegiate athletes and campus peers and superiors should be created.
Maximizing Positive Youth Development through Sport: The Relative Role of Social Support from Caring Adults in a Sport-Based Youth Development Program

Wonju Lee, University of Illinois at Urbana-Champaign
Gareth Jones (Advisor), Temple University
Jon Welty Peachey (Advisor), University of Illinois at Urbana Champaign
Elizabeth Taylor (Advisor), Temple University

Sport for Development - Other (Youth Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Sport-Based Youth Development I

Abstract 2020-284

Background

The positive youth development (PYD) paradigm suggests youth experience healthy developmental trajectories when their personal assets are aligned with ecological assets in their environment (Benson, 2003). Sport based youth development (SBYD) programs focus on promoting PYD outcomes through sport that youth then apply to other, non-sport domains (Petitpas et al., 2005). In PYD and SBYD program contexts, social factors are considered crucial to facilitating positive developmental trajectories (Holt, 2008; Lerner, 2004). Particularly, SBYD literature has emphasized social support from caring adults, which develops social identities tied to the program and promotes PYD outcomes (Holt, 2008).

However, while there has been a growing body of literature on the influence of caring adults within SBYD programs, few studies have considered the relative impact of this domain. Social support comes from diverse sources (e.g., parents and peers), and while the support of adults in SBYD settings may be important for all youth, the magnitude of this importance may be influenced by perceived support from other domains. For example, the relative importance of social support from adults in SBYD settings may vary depending on the social support received from family members or peers. Thus, this study sought to examine the relative role of social support from program leaders in a SBYD program, and its influence on key PYD outcomes.

Methods

Data were collected from a SBYD program that promotes PYD and physical health through running. Scales related to perceived social support from program leaders, family and peers (Canty-Mitchell & Zimet, 2000), social identity related to the program (Camerson, 2004), good health practices (Oman et al., 2010), civic beliefs and values (Syvertsen, et al., 2015) and self-worth (Harter, 1985) were used. Surveys were collected from participants at the end of the 2018 program year (n=193). The PROCESS macro, which assesses moderated mediation effects (Hayes, 2013) was employed.

Results and Conclusion

The overall research models suggested social support from program leaders is positively associated with PYD outcomes, which were mediated by social identity to the program. Moreover, social support from family and peers significantly moderated the mediation effect in developing social identity (p < .05 and < .1, respectively). Specifically, the lower perceived social support from family and peers, the greater the conditional effects of social support from program leaders on building social identity and acquiring PYD outcomes. Collectively, these findings indicate the perceived social support from program leaders is positively associated with program-based social identity, and the influence of this support and identity on PYD outcomes is especially important for participants with lower perceived support in other domains (i.e., family and peers). Findings provide practical insight on how caring adults may be allocated and utilized within SBYD settings, as community-based youth sport programs often struggle to recruit and retain caring adults (Busser & Carruthers, 2010). Specifically, by effectively and efficiently placing program leaders, SBYD programs can maximize their limited human resources and effects on PYD outcomes. Results also highlight key theoretical implications related to the multidimensional influence of social support on the PYD process.
Parent Assessment of an Urban, After-School, Youth Soccer Program Sponsored by a Major League Soccer (MLS) Organization: A Case Study Exploration

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Paul M. Wright, Northern Illinois University
Jennifer M. Jacobs, Northern Illinois University
Jessica Yavitz, Chicago Fire Foundation

Sport for Development - Other (Youth Sport) virtual asynchronous Poster
Abstract 2020-285 Session: Poster Session II

Introduction

Social and emotional learning (SEL) competencies such as self-awareness and relationship skills are predictors of academic success, overall well-being, and avoidance of problematic behaviors (Durlak et al., 2011; Taylor et al., 2017). Among school-aged children, research has demonstrated that well-implemented programs can teach SEL competencies and life skills (e.g., leadership and responsible decision making) that can transfer to other settings. Similar claims have been made in the field of sport-based youth development (SBYD), however, the SEL framework has not been widely applied in sport programming (Jacobs & Wright, 2014). Implementation, student learning, and transfer of learning in SBYD programs designed to promote SEL require further exploration.

Purpose

The purpose of this study was to examine parent assessment and perceived benefits associated with an after-school soccer program, sponsored by a Major League Soccer organization, designed to promote SEL. Specific aims were to: (1) identify and describe the essential characteristics of the program; (2) understand how program is implemented across sites; and (3) examine the connection between implementation and perceived benefits.

Data and Methods

The present study employed multiple methods to develop case studies for the purpose of program evaluation (Stake, 1995). Parents (n=132), whose children participated in the program at 23 different urban, public school sites (located in a large, Midwestern metropolitan city), participated in the study. A multiple case study design was used, integrating data from customized feedback surveys and interviews.

Results

Findings from the present study found that nearly all (97.7%) parents reported being satisfied with and perceived that their child(ren) enjoyed the program. Moreover, 98.4% of parents agreed they would recommend the program to other families. The aforementioned quantitative findings were corroborated by open response comments. Students’ enjoyment of the program was frequently noted as one of the best aspects of the program. Parents’ comments about the organization and quality of the program were consistently positive.

In regards to perceived benefits, a strong majority (94.7%) of parents felt the program impacted their child’s behavior at home. Additionally, most agreed the program benefited their child’s self-perception (96.2%) and their ability to get along with others (97.7%). Open response feedback supported the quantitative results relating to student benefits. Across this qualitative feedback, the strongest themes related to learning life skills (especially team work), increases in confidence and self-esteem, and learning to get along with others. Interestingly, a pattern of responses emerged that was not anticipated or prompted which centered on the physical benefits of the program.

Discussion

Overall, the results suggested that parents had extremely positive views of the program and believed that it benefited their children in a number of ways. Most parents indicated that the personal and social skills developed in the program proved positive for their children at home, in school, and in other social settings. Both qualitative and quantitative data presented here align with previous findings from coaches and students in the program (Wright et
al., in press). Quantitative findings, salient interview quotes, and other implications for research, program implementation, and community/organizational stakeholders will be discussed.
Sport-For-Development: A Comprehensive Analysis of Theoretical and Conceptual Advancements

Jon Welty Peachey, University of Illinois at Urbana-Champaign
Nico Schulenkorf, University of Technology Sydney
Patrick Hill, University of Illinois at Urbana-Champaign

Introduction

In this presentation, we provide a comprehensive analysis of the theoretical and conceptual developments within the sport-for-development (SFD) field. Following a sport-focused review of SFD literature (Chalip, 2006), our study addresses the call from scholars who have illuminated the need for theory building and critical dialogue within SFD to help further legitimize and develop the field (Coalter, 2013a; Lyras & Welty Peachey, 2011; Schulenkorf & Spaaij, 2015); moreover, it also responds to a similar call in the wider sport management discipline to engage in more theory development (Cunningham et al., 2018; Doherty, 2013). Given the ongoing development of SFD and important conversations about the potentially unique qualities and attributes of sport in facilitating development agendas (Coalter, 2013b; Schulenkorf, 2017; Schulenkorf & Spaaij, 2015) – as well as the broader discourse on the importance of identifying the uniqueness of sport in sport management theory development (Cunningham, 2013; Fink, 2013) – a review such as this is critical in developing a synthesized and nuanced understanding of sport and its role in development. The purpose of this systematic literature review, therefore, is to present a comprehensive analysis of the theoretical developments that have emerged within the SFD space and identify how this theoretical work has been extended or expanded by scholarship.

Method

Building on Schulenkorf, Sherry, and Rowe’s (2016) review of SFD literature, we investigated the top 10 journals that this article identified as featuring the highest quantity of SFD-specific research. We also reviewed articles published in the Journal of Sport for Development. Our literature-scanning process focused on identifying articles that included SFD-focused theory or conceptualizations published between 2010 (the year the first SFD-focused theory was published) and January 2019. Initially, 27 articles were identified, with five theoretical/conceptual frameworks found that emerged from the SFD space. We interrogated our sample once more to include additional databases to determine if articles that included any of the five SFD-specific theories/conceptual frameworks could be found outside the 11 journals. Relevant databases (i.e., ProQuest, Scopus) were searched with each of the five theories/frameworks as keywords, yielding seven additional articles. We then engaged in discussion about the distinct use and application of SFD-specific theories or conceptualizations around different levels of engagement: from merely mentioning SFD theories/concepts, to engaging with them, to applying them as guiding frameworks.

Findings and Discussion

Findings revealed five theoretical/conceptual frameworks have emerged from the SFD space: the Ripple-Effect Model (Sugden, 2010), Sport-for-Development Theory (Lyras & Welty Peachey, 2011), the Sport-for-Development Framework (Schulenkorf, 2012), Programme Theory (Coalter, 2013b), and the Sport-for-Health Model (Schulenkorf & Seifken, 2019). Findings also suggest the majority of SFD scholarship is borrowing theories from other disciplines rather than engaging with, applying, and extending the five SFD-derived theories. The limited work that does feature SFD theorizing embraces some aspects of good theory; however, it also suffers from vague processes and difficult to test relationships. Drawing from this review, we extend current SFD theorizing by positing three conceptual advancements: the link between type of sport and targeted outcomes, the dosage of sport, and integration of leadership into SFD theorizing.
The Influence of High School Athletic Participation in Developing Lifelong Healthy Habits

Joseph Lovell, Dixie State University

Sport for Development - Other (Physical Activity) virtual asynchronous
Poster Abstract 2020-287 Session: Poster Session II

Participation in youth sports continues to decline with the majority of youth dropping out of sport by high school (Merkel, 2013). As organized sport has traditionally been an avenue for developing healthy habits, there are concerns the lack of continual sport participation may negatively impact the health of individuals as they transition into adulthood. This is particularly a concern with rising health-care costs associated with physical inactivity as well as the inability of individuals to develop positive self-perceptions of social and emotional wellness. These societal issues indicate there is a need to understand the influence sport participation may have on an individual’s health throughout the lifespan. The purpose of this study was to investigate if sustained participation in sports through high school athletics influences physical activity and wellness later in life.

An online survey was developed utilizing Godin’s (2011) Leisure Time Exercise Questionnaire for gauging physical activity (mild, moderate, and strenuous) as well as the physical, emotional, and social wellness questions from the Perceived Wellness Survey (Adams, Beznar, Garner, & Woodruff, 1998). The survey was completed by 564 college alumni (69.1% female). Physical activity levels and perceived wellness scores were analyzed using high school athletic participation as the independent variable to compare athletes and non-athletes later in life (59.2% HS athletes). Participants were also stratified for comparison into the three adult life stages (young, middle and late).

An ANOVA indicated significant differences between groups in all areas. The greatest findings came from non-athletes in young adulthood, which had significantly negative differences in emotional wellness (p<.001), physical wellness (p<.01), and total wellness (p<.001) when compared to their counterpart athletes in the same life stage. Additionally, athletes in middle adulthood demonstrated significant differences in total wellness (p<.05) when compared to non-athletes in the same life stage. Regarding physical activity, athletes in young adulthood showed significant differences in strenuous physical activity (p<.01) when compared to their non-athlete counterparts. Finally, athletes in late adulthood showed significant differences in moderate physical activity (p<.01) when compared to non-athletes in late adulthood.

These findings provide strong evidence that high school athletic participation may help individuals develop healthy habits that are carried into adulthood. As high school athletics is often limited to the select few that make the team, there is a need for additional sport opportunities for all high school students. Community sport providers have a great opportunity to help fill this void by offering additional competitive sport programs that target high school students. A major challenge for community sport providers will be creating a similar structure to high school athletics. Therefore, collaboration with state high school athletic associations and school administrators should be explored to develop policies and strategies that provide additional athletic opportunities for adolescents, specifically in terms of facility access, equipment, and administrative support. These recommendations, if implemented, could have a significant impact on improving physical activity and enhancing perceived wellness for individuals throughout the lifespan, while decreasing health related diseases in society that are associated with physical inactivity and poor perceptions of wellness.
Physical inactivity is a widely recognized public health crisis in the United States. Its increasing prevalence during the past few decades has led to higher levels of obesity, depression, and heart disease (Department of Health and Human Services [HHS], 2008). Therefore, promoting physical activity is an important public health priority that influences health-related quality of life (HQOL; Centers for Disease Control and Prevention [CDC], 2014). Recently, several studies have identified multiple socioecological factors that influence the association between sport participation and HQOL (Adams et al., 2015). Specifically, urban sprawl—the rapid geographical expansion of metropolitan areas—can cause automobile dependence, social segregation, water and air pollution, and shortages of sports facilities, all of which have adverse effects on both sport participation and HQOL (Ewing et al., 2016). Despite ample evidence of such effects, no studies to date have quantitatively examined how sport participation influences HQOL, depending on the level of urban sprawl, at the community level. Moreover, few researchers have assessed the spatial variability of urban sprawl metrics in relation to sport participation and HQOL. Hence, the aim of this study is to address these gaps by empirically examining the effects of urban sprawl on the relationship between sport participation and HQOL based on the socioecological framework. For this purpose, the study (a) examined the moderating role of urban sprawl in the association between sport participation and HQOL and (b) explored spatially heterogeneous effects of urban sprawl on sport participation and HQOL across 67 counties in Florida.

The data for sport participation rate, urban sprawl index, HQOL (e.g., physical and mental health), and other socioecological factors (e.g., age, income, access to sport facility) were collected from multiple sources, including the 2017 Behavior Risk Factors Surveillance System survey, 2017 Florida Geographic Data Library, and Smart Growth America. To assess the moderating and spatial effects of urban sprawl, the multilevel modeling was conducted using a spatial structural equation modeling approach involving the following: (a) moderation analysis using partial least squares structural equation modeling (PLS-SEM), (b) spatial variation analysis using geographically weighted regression (GWR), and (c) spatial patterning analysis using geographic information system-based exploratory spatial data analysis (ESDA).

The PLS-SEM results showed significant differences in sport participation and HQOL between counties with high and low urban sprawl ($\beta = .17, p < .05$), indicating the moderating effect of urban sprawl. The GWR results showed that the effects of urban sprawl on the association between sport participation and HQOL varied across counties ($\beta = -.015$ to $\beta = .017, p < .01$), indicating that the effects are spatially heterogeneous. ESDA results showed that the greater the stability of urban sprawl, the lower the instability of the association between sport participation and HQOL.

The results add new theoretical insights to the community-sport literature. The association between sport participation and HQOL is influenced by the level of urban sprawl. These findings can allow researchers and community sport practitioners to better understand the spatially heterogeneous moderating effects on this association of urban sprawl, providing significant geographical insights for localized community sport development and policy.
Understanding the Civic Potential of Soccer Fan Clubs: Tracing the Process of Materialization of Civic Opportunities in the Lives of Association Members

Alex C. Gang, Indiana University Bloomington
Juha Yoon, Indiana University Bloomington
Juho Park, Indiana University - Bloomington
Paul M. Pedersen, Indiana University - Bloomington

Sport for Development - Other (Professional Sport) virtural asynchronous
20-minute oral presentation (including questions) Session: Population Health/Civic Engagement
Abstract 2020-289

Sport organizations represent the largest category within the voluntary sector (Harding, 2016). In addition to fulfilling their fundamental functions, sport organizations serve vital social purposes as their members seize various opportunities to acquire civic skills through their involvement in associational life (Quintelier, 2008). To explain how such civic potential becomes materialized in the members’ wider civic arena, scholars have examined various dimensions of civic engagement (e.g., political engagement, types of trust, community engagement). Some studies have revealed a positive correlation between involvement in sport organizations and a higher level of civic engagement (e.g., McFarland & Thomas, 2003; Putnam, 1995; Spaaij, 2012) while other findings have indicated that participation does not necessarily rouse such democratic behaviors on participants. This inconsistency, according to Baggetta and Madsen (2018), is due to the prevalent usage of a content-based typology (e.g., political, cultural) as a proxy when analyzing civic cultures. In addition, the quantitative techniques often utilized are limited in effectively grasping the dynamics that shape civic opportunities (Baggetta & Bredenkamp, 2019).

Reflecting on these limitations and the lack of scholarly focus regarding sport fan clubs, this study explores how members of soccer fan clubs materialize the civic opportunities in their wider civic arena. Specifically, upon the identification of various civic opportunities (i.e., soft relational ties and hard skills) that are unique to these clubs, the study traces how members translate such skills in their wider civic arena outside of their fan communities. Moreover, to extend Puglin-Baker’s (2018) proposition that groups that build fandom possess the propensity to provide a pathway to first-time activists for enlarged civic participation, the current study considers the duration of associational involvement along with other critical dimensions (e.g., organizational culture, size, diversity). The investigation – with a conclusion set for April of 2020 – employs open ethnography through both in-depth observations and participant interviews and the context is confined to the fan clubs of two German Bundesliga teams in close geographical proximity (i.e., Hamburger SV and FC St. Pauli). The selected four fan clubs from each team reflect diversity in both size and culture (e.g., the left-wing politics often associated with FC St. Pauli).

The full study follows a pilot study that has been completed involving in-depth interviews with eight fan club members. The participants in the initial study were found to have experienced changes in two civic dimensions (i.e., increased generalized and specific trust; widened spectrum of social and civic engagement). The pilot study findings also confirmed Puglin-Baker’s proposition when the culture of the fan club and the fans’ personal values are highly aligned. Our preliminary analysis denotes the importance of addressing structural variability within the broad term of sport organization. Also, contrary to the perception that being a member of sport fan club is related to self-fulfillment, it possesses numerous civic values that are exuded into wider civic arena (e.g., participation in activist initiatives, building heterogenous ties) as the neo-Tocquevillian scholars attested. Following the pilot study, the full study examines in detail to see whether the preliminary findings will replicate.
Utilizing Participatory Visual and Digital Methods in Sport-For-Development and Sport Management Research: Process, Benefits, and Challenges

Mitchell McSweeney, York University
Lyndsay Hayhurst (Advisor), York University

Sport for Development - Other (Immigrant Sport) virtual asynchronous
20-minute oral presentation (including questions) Session: Qualitative Methods

Abstract 2020-290

In 2005, Skinner and Edwards suggested that although qualitative methodologies have grown to become more accepted within academia, the use of these methodologies are limited within sport management. Relatedly, recent work within the growing field of sport-for-development (SFD) has emphasized the importance of utilizing participatory and innovative forms of methodology and methods, in order to account for and illuminate participant perspectives in development-related research (Hayhurst et al., 2015). As qualitative research becomes increasingly more prominent in the field of sport management (Hoeber & Shaw, 2017), and areas such as SFD continue to grow (Schulenkorf et al., 2016), it is essential to expand understanding of non-traditional forms of qualitative research such as the use of visual and digital methods.

Although limited in use within sport management (Shaw & Hoeber, 2016), visual and digital approaches have been advocated for in management research due to such methods’ ability to: (1) increase participants ownership in research and their voice in regards to management; and (2) improve inclusivity and credibility in management research which in turn may improve organizational decision making (McCarthy & Muthuri, 2018). In the context of SFD, such methods aim to prioritize and engage participants in critical dialogue about the possible interconnections of sport and development while challenging traditional hierarchical research relationships (Hayhurst, 2017). Despite the promise held by participatory approaches in both SFD research (Spaaij et al., 2018) and sport management research (Skinner & Engelberg, 2018) little scholarly work has discussed the processes, benefits, and challenges of using visual and digital methods.

The purpose of this presentation is to therefore provide an in-depth examination of the use of visual and digital methods based on a study concerned with SFD for refugees in Uganda. Guided by a participatory research approach, the objectives of the presentation are to: (1) describe and explain the foundations of visual and digital methods; (2) discuss the benefits and challenges of utilizing visual and digital methods in a study of SFD; and (3) expand on the methodological contribution that such methods may have for the field of SFD and sport management more broadly.

Three key implications of visual and digital methods will be considered. First, an explanation of the novel methods of photovoice (Wang, 1999), photocollaging (Castleden et al., 2008) and digital storytelling (Hayhurst, 2016) will be outlined. Second, a discussion will be held on how visual and digital techniques aim to: (1) enable individuals to record and represent their everyday realities; (2) stimulate critical awareness about personal and community strengths and concerns; and (3) reach policymakers (Wang, 2006). Third, the ability of visual and digital methods to provide alternative forms of dissemination and translation of knowledge, for example through public displays or online videos, will be emphasized (Mitchell et al., 2014). The presentation concludes by suggesting that adopting participatory visual and digital approaches offers originality for both research impact and practical application that contributes greatly to the recent call for the use of diverse methodologies and methods in the field of sport management (Singer et al., 2019).
Teaching/Learning
“I Am More Open to it Than I Was Before”: Mindfulness Meditation in the Classroom

Sarah Stokowski, University of Arkansas
Alison Fridley, University of Arkansas
Robert Davis, University of Arkansas

Teaching/Learning - Teaching Pedagogy (Other)   virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-291   Session: Learning

With the increased stress facing college students, mental disorders are appearing more frequently among this population (Mauere & Cramer Roh, 2015). One in four students has a diagnosable mental health illness, yet only 40% of students will seek treatment (NAMI, 2018). Poor mental health is an epidemic across college campuses, and 50% of students are so anxious they struggle academically (Cox, 2015). Often students’ anxiousness will lead to a lack of focus, as well as an increase in cell phone usage and side conversations; ultimately, decreasing academic performance (McConville et al., 2017).

Informed by the Acceptance and Commitment Therapy (ACT) model (Hayes, Strosahl, & Wilson, 2012), which suggests awareness leads to personal growth, the purpose of this study was to understand sport management students’ perceptions of participating in guided mindfulness meditation. According to McConville et al. (2017) mindfulness is “the awareness that emerges through paying attention on purpose, in the present moment, nonjudgmentally to the unfolding experiences moment by moment” (p. 27). Mindfulness practices have been shown to reduce stress, anxiety and depression (e.g., Smith et al., 2011; Uebelacker et al., 2010). Niksirat et al. (2017) believe “mindfulness meditation can help slow down things down and bring one’s attention to the present moment” (p. 2672).

Sport management students at both the undergraduate and graduate level participated in guided mindfulness meditation for five minutes at the start of every class taught by the primary researcher. The mindfulness meditation consisted of breathing exercises, imagery, and simple physical movements. A total of four sport management classes (105 students) participated in this study. On average, students in every class meditated for 131.25 minutes. On the last day of the semester, students in the four classes participated in focus groups where they discussed their perceptions of the exercise and reflected upon their experience. Focus groups allowed the students to be in a supportive setting and be encouraged by their peers to share their opinions (Creswell, 2009). Each focus group interview was transcribed, allowing for the subsequent analysis of meaning (Kvale & Brinkmann, 2009).

Furthermore, the primary researcher participated in observation throughout the semester(s).

Driven by the study’s purpose to understand sport management students’ perceptions of guided mindfulness meditation, the focus group data emerged into five distinct themes: equanimity, rejuvenation, release, integration, and stability. Observation revealed meditation led to a deep classroom connection. In fact, the primary researcher found that initiating a mindfulness practice in the classroom allowed the students to be present, encouraged active participation, and created an environment where electronic usage was limited.

Mindfulness has the potential to calm the mind and body, creating awareness and self-acceptance. Overall, students responded positively to this innovative approach, which in turn assisted in creating a constructive learning environment. Just as most classes begin with learning objectives, perhaps students should be given the opportunity "to take a deep breath."
Advancing Future Leaders of the Sport Industry: An Examination of Leadership Development, Barriers, and Opportunities to Careers in Sport

Rebecca Kapusta, The Ohio State University
Derek Walton, The Ohio State University
Donna Pastore (Advisor), The Ohio State University

Teaching/Learning - Professional Development (Other) virtual asynchronous
Poster
Abstract 2020-292 Session: Poster Session I

Sport Management curriculums are offered by universities to help sport management students prepare for administrative/supervisory leadership roles within the sport and leisure industry (see Ohio State University, n.d.). However, it is to our understanding that the bridge students cross from curricula to industry contains differentiating perceived opportunities, barriers, and motivations which can impede upon a student’s transition into such leadership roles within the sport industry. Previous scholarship has identified students’ motivations for selecting sport management as a major, as well as identified what specific careers motivate students to enter the professional field of sport (Hancock & Grenwell, 2013; Kane, Johnson, & Lee, 2017; Schwab et. al., 2013). However, to our knowledge, the literature has only identified few opportunities for sport management majors (Danylenchuck, 2011; DeSensi, Kelley, Blanton, & Beitel, 1990; Parkhouse, 1987), and very few barriers when transitioning from curricula to industry (Hancock, Darvin, & Walker, 2018; Sauder, Mudrick, & DeLuca, 2018; Stratta, 2004). In addition, it was also found that leadership was one of the top three criterion for hiring within various areas of sport (Desensi et. al., 1990), and that students expect access to development opportunities (Stratta, 2013) although not always offered.

We intend to address the gap in the literature by identifying additional motivations, identify existing opportunities and barriers, and pinpoint how leadership development can be used to address these variables and aid in a sport management student’s transition into the sport industry. Therefore, the purpose of this study is two-fold: first, to examine students’ motivations to pursue sport industry as a career and identify perceived barriers and opportunities; second, to understand how leadership development implementation can addresses such perceived motivations, opportunities, and barriers which in turn can ease the transition of sport management majors from curricula to future leaders within the sport industry.

This study utilizes a mixed methods approach. First, 210 undergraduate students who have selected their major as sport industry at a large Midwestern University will be surveyed to identify potential career motivations, opportunities, barriers, and needed leadership development to best support their integration into the sport industry field. To further the data collection, the researchers will conduct 4 focus groups to yield opportunities. Leadership development workshops conducted by leadership experts will be implemented to address the opportunities, barriers, and motivations of sport industry majors.

We anticipate finding that students are unprepared with leadership skills to address and conquer barriers and opportunities they may face when entering full time employment in the field of sport industry. Therefore, with the implementation of a leadership development program that addresses the identified motivation, opportunities, and barriers of sport management students, we intend to provide students with the leadership skills to address and conquer barriers and opportunities they may face when crossing the bridge from sport management curricula to sport industry. Implications will provide evidence to faculty as to how leadership can help progress future sport management students.
Back to Basics: Assessing the Writing and Communication Skills of Sport Management Interns

Simon Pack, St. John's University
Andras Nemeth, St. John's University

Teaching/Learning - Professional Development (Other) virtual asynchronous Poster
Abstract 2020-293 Session: Poster Session III

Dating back to Braisse (1987), Parkhouse (1987) and Desensi et al.’s (1990) early work, it has been widely accepted that high impact practices such as internships are a necessary component of the sport management curriculum. Individual programs set the various standards and procedures for attaining and retaining internships in terms of site selection, credit hours, work requirements, hour requirements, etc. One of the most critical components, however, is the supervisor evaluation of interns’ skills and abilities in a host of areas including but not limited to problem solving, oral communication and writing. Grabel and Lee (2005) found that industry professionals from the major professional sport leagues identified conceptual and oral communication skills as the most relevant for sport management students as they progressed in their internship and entry-level career. Furthermore, Brandon-Lai, Armstrong and Bunds (2016) focused more on the less technical or softer skills such as political skills as a critical component of internship success and early career success.

For the present study, data were gathered from ten years of supervisor final evaluations of interns at various sport organizations (e.g., recreational, collegiate, professional, non-profit). During this period from 2008 to 2018, a total of 654 final supervisor evaluations were collected. Supervisors assessed students during their academic semester-long internship within the following areas: oral communication, writing, attitude, maturity, potential, attendance and dependability. Additionally, a final score was given by each supervisor regarding the student's overall performance. Analysis of these supervisor evaluations were used to ascertain the areas of strengths and weaknesses for sport management students and their progress during the internship experience. Further discussion on these findings will be conducted in greater detail.

The two areas that internship supervisors identified in need of the most improvement were in the areas of writing and oral communication. While the sport industry is rather dynamic and has seen tremendous change in even the last 10 years, the necessity for strong writing and oral communication skills is as relevant as ever before. While Rae (2007) found that gaps do exist between employer expectations and intern skill sets, the onus ultimate falls on the institutions to adequately prepare their students for a career in the sport industry. Sport management academic programs must work together with their industry partners to design valuable experiential experiences and to develop curriculum in such a way to remain relevant to present industry demands.

Practical implications for this research study will be discussed as they relate to the evaluation of interns from both the industry and academic side. High impact practices such as internships must be broadly assessed for their benefits and it should be noted that this is a limited sample of students from one institution working at various types of sport organizations. Additionally, faculty buy-in is critical to the continued success of such experiential learning and high impact practices in the sport industry.
Electronic Sports Management Course and Program Development in Higher Education

Neil Malvone, Caldwell University

Teaching/Learning - Professional Development (Other)  
20-minute oral presentation (including questions)  
Abstract 2020-294  
Session: Teaching Tech

The study of sport management was born out of an industry need for business managers with specific education and knowledge of sport-related concepts and for managers who had studied and learned sport-specific management skills. Executives from professional leagues to amateur organizations understood that the growth of the sport industry would be facilitated by those with knowledge and skills in the business of sport management. Since the development of the first sport management program at Ohio University, the study of sport management in higher education has grown exponentially. Presently, the North American Society for Sport Management recognizes over 400 sport management programs at the undergraduate and graduate level in the United States (NASSM, 2019).

The reason sport management became an integral part of business study is due to its uniqueness and diversity as a discipline. Sport management combines and requires skills in the areas of management, marketing, accounting, communication, human resources, and finance (O’Shea 2000).

Similar to the evolution of sport management as an area of study, the subject of electronic sport management must be considered the next new business program for college institutions. The business of esports has impacted the electronic gaming industry and presents opportunities in finance, marketing, advertising, event planning, and entertainment. Esports is already a multi-million-dollar industry, that will reach $1.5 billion in revenue in the United States (Lu, 2018) and $5 billion worldwide by 2020 (Aviles, 2018).

Currently, three schools in the United States offer an Esports Management business degree. The author developed one at Caldwell University (NJ). These electronic sports major programs provide students with the knowledge, skills, and abilities needed to pursue an array of careers within the amateur, collegiate, and professional esports industries. Current and future Esports Management programs will attract students with a strong interest in esports and with a desire for a career in managing an esports organization or corporate entity that services the esports industry. Courses focusing on digital marketing, event development, facility management, entrepreneurial skills, and the sociological impact of esports will help develop students into the same type of managers needed for the esports industry as those managers sought in the 1960’s by sport organizations.

Current studies through qualitative research will help sport management and business management programs assess and make recommendations for esports management curriculum. The data will also support the development of learning objectives and course guidelines which will be used to improve courses to prepare students seeking to enter the new and rapidly-growing esports industry. Future research studies will focus on the demographic makeup of the students, and the impacts on enrollment, revenue, and retention numbers at institutions offering esports programs.
Evaluation of Community Partner – Student Relationships in the Service-Learning Context

Cassandra Coble, Indiana University
Rachel Ryder, Indiana University
Eric Knee, Adelphi University
Hope Zeller, Indiana University

Teaching/Learning - Teaching Pedagogy (Physical Activity) virtual asynchronous
Poster Abstract 2020-295 Session: Poster Session II

Service-learning programs are course-based experiential learning opportunities that aim to address an identified community need (Bringle & Hatcher, 1996). Research within service-learning has focused predominantly on student outcome, showing that service-learning courses contribute to positive impacts for students (ex. Bruening et al., 2010; Bruening et al., 2015; Conway, Amel, & Gerwin, 2009; Kendrick, 1996). Despite the positive benefits to students, there is a lack of understanding of the strategies that lead to these outcomes and a dearth of research regarding the community partner contribution to the service-learning experience (Walsh, 2006).

The management of service-learning programs is essential to a more holistic understanding of outcomes. One manner in which this can be addressed is through an examination of the relationships between service-learning constituents: students, organizations, faculty, administrators, and residents (Bringle, Clayton, and Price, 2009). The SOFAR Model highlights the dyadic relationship between these stakeholders and allows scholars to explore the relationship between the various dyads. For this study, the relationship between the student and community partner was explored using the following research guide:

(a) Identify ways in which community partners and students build relationships
(b) Identify the relationship-related activities that students and community partners engage in during a service-learning experience
(c) Determine how community partners structure their engagement with students to better understand how relationships are built and maintained

The study was conducted with a service-learning course that takes place at a community-based physical activity program. Twelve students and one community partner participated in semi-structured interviews. The interview guide was based on the E-T-T Model outlined by Bringle, Clayton, and Price (2009) which explores the closeness, equity, and integrity of the student and community partner relationship. Interviews were transcribed verbatim and two coders familiar with the study analyzed the data.

Preliminary results indicate the quality of the relationship between the community partner and student was limited for most students. In terms of closeness, students indicated they did not frequently interact with the community partner in a meaningful way. In terms of equity and integrity, students noted the abilities they contributed to the service site and community members and the benefits they received from their service. Overall, equity appeared to be dependent on the individual student and the willingness and desire to provide more than the minimum service to the assigned client. Students did not attach learning or career decision making to the community partner and instead discussed internal influences, the influence of the instructors, or the influence of the client.

This study addresses research with community partners that is relatively unexplored in the service-learning literature (Geller, Zuckerman, & Seidel, 2016). This study moves past the individualized exploration of stakeholder benefits and explores the underlying frameworks that influence the outcomes of various service-learning stakeholders. By examining the manner in which the community partner and student engage, or fail to engage, those involved in service-learning can design and implement ways to manage and build relationships between key stakeholders in the service-learning partnership.
Flipgrid Technology: Engaging Students in Kinesiology and Sports Administration

Carrie Taylor, Midwestern State University
Sandra Shawver, Midwestern State University

Teaching/Learning - Teaching Pedagogy (Online Community)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Session: Teaching Tech

Abstract 2020-296

The purpose of this study was to explore student perceptions of Flipgrid, a video response platform, in the kinesiology and sports administration setting. Utilizing a convenience sample of undergraduate and graduate students (n=138) enrolled in classes using Flipgrid, university faculty solicited participants through in-class announcements and e-mails over several semesters. A total of 42 students, the majority being white/Caucasian (62%) between the ages of 18-24 (69%), voluntarily completed a confidential online survey via Survey Monkey©. A parallel convergent mixed-method design was used to analyze quantitative and qualitative open-ended responses to inform the research question. Students reported that Flipgrid was easy to use (85.4%) and improved collaboration among peers (73.8%). Three themes identified included: application in the physical education/coaching setting, relevance in other professions, and knowledge and ability to implement the technology. Flipgrid has many uses in the kinesiology and sports context, and college students have positive perceptions of the response platform. Therefore, professionals teaching the Sports Management field should be using technology, such as Flipgrid, to better prepare students.

Review of Literature

Technology is shown to affect student learning and perceptions in several ways. One area of recent research is learning in an online setting. According to the Center for Online Education (2019), eventually, one-third of college students expect to study online, one-third expect to study only on campus, while one-third will do both. Federal data collected found 17% of graduate and 68% of undergraduate students in the U.S. take at least one distance education course (Seamen & Seamen, 2018).

Due to enrollment increases over consecutive years (Seamen & Seamen, 2018), investigating ways to enhance learning in an online setting is imperative for institutions. Young adults are transitioning to a screen-based society and are bored with conventional methods of learning (Berg et al., 2010). Wood et al. (2012) reported that college students spend an average of 8-10 hours a day on their cell phones. Research also supports that online courses are preferred over traditional courses by students due to: (1) autonomy; (2) control; (3) balancing of commitments; (4) perceived higher quality of instruction; (5) flexibility; and (6) accessibility (Hannay & Newvine,2006; Ilgaz & Gulbahar, 2017; Luo, Rui, & Choi, 2011). Green and Green (2018) found that students using Flipgrid felt more engagement with peers. Students can observe verbal and non-verbal body language, voice tone and inflection, which help students become more comfortable asking questions to improve their learning (Agan et al., 2019).

Presenters will be sharing information allowing for interactive demonstrations in the use of Flipgrid. Identifying different components and understanding the value from its use. Including video boards, scenario reviews to in-class benefits of Flipgrid for motor skill acquisition, performance assessment, practice teaching, evaluations. Flipgrid allows written assignments to be paired with the video presentation, which provides for a richer understanding of the students’ mastery of the material presented by the instructor. Utilizing this technology improves the quality of interaction between students and instructors while allowing engagement from across the globe.
A central responsibility for elected officials includes listening to and advocating for the interests of those who have elected them (Vogelsang-Coombs & Miller, 1999). Moreover, the practice of advocating for those represented builds trust and organizational commitment among members (Perry, 2004). Thus, this year's NASSM student symposium session will directly respond to NASSM students' feedback and desire for multiple facilitated touch-points for purposeful networking throughout the NASSM 2020 conference.

As described in detail below, this symposium will begin with a “speed dating” style of facilitated networking among students. The session will then transition into an idea-generation activity where students can interactively brainstorm “hot topics and burning questions” that they have. The student attendees will be encouraged to share their interests and questions, ranging from research ideas to soft skill development, to professional development. The faculty members who have signed up for the student-faculty mentor initiative will be invited to join the symposium for the final 30 minutes of the session. As per student feedback, this symposium session will not end with the designated ending time—this session will be a preliminary effort of crowd-sourcing hot topics and burning questions to then be used to facilitate student interaction at the student social (this symposium will require that the session takes place before the student social).

We have received feedback from students that connecting with students from other institutions prior to the student social proves difficult. Further, when at the social, most of the time is spent on introductions, rather than building relationships. Through facilitating a designated meeting time, students can engage in building relationships throughout the conference. Further, we have an opportunity to make the conference and student social more engaging and purposeful for students. Thus, the “hot topics and burning questions” activity will be used to build on the facilitated networking session to generate conversation and idea-sharing among students. Through bringing the activity back at the student social, the connections and conversations established during the symposium session can be extended throughout the conference. The initial session will require a space with poster board/chart paper/markers/sticky notes where students can write “hot topics and burning questions” they would like to discuss during the symposium. After the symposium, the topics generated will be grouped into themes. The themes will then be displayed on poster board/chart paper dispersed throughout the student social space, where students can gather to discuss the topic of that area. This activity addresses the expressed need for facilitated interaction among students during the conference, including student social.

Finally, while there is majority support for the flexible format of the faculty-mentor initiative, some students have expressed the need for a facilitated time to touch base with their faculty mentors. Furthermore, many faculty members have busy conference schedules, allowing little opportunities for students to introduce themselves. The informal time for faculty and students to connect will help address this concern.
Niche Degrees and Concentrations Within Sport Management: Why They Exist and How They Add Value

Chris Hanna, Georgia Southern University
Christopher Barnhill, Georgia Southern University
Bettina Cornwell, University of Oregon
Rodney Paul, Syracuse University

Teaching/Learning - Other (Other)
60-minute symposium, roundtable, or workshop
Abstract 2020-298

Various aspects of the Sport Management discipline have been discussed and debated in the academic literature for several decades (Chalip, 2006; Nite and Bernard, 2017; Parkhouse & Ulrich, 1979; Parkhouse, Ulrich, & Soucie, 1982; Slack, 1996; Zeigler, 1987). Researchers have shared studies and/or Earle F. Zeigler Award Lecture content that examined the direction of the Sport Management field (Costa, 2005; Mahoney, 2008; Zeigler, 1987), issues related to the Sport Management research agenda (Chalip, 2006; Doherty, 2012), and the demographics and career expectations of Sport Management students (Barnhill, Czekanski, & Pfleegor, 2018) among other topics. The purpose of the proposed 60-minute symposium is to add to our self-examination of the Sport Management field by discussing entire degree programs and specific degree concentrations that cater to niche student interests within the broader Sport Management context (e.g., sport marketing).

Earle F. Zeigler Award Lecture honorees have provided a variety of views regarding the proper direction for Sport Management research. Slack (1996) asserted the field needed a broader “domain of operation” (p. 98). Chalip (2006) called for the development of specific Sport Management theory. Doherty (2012) emphasized the need for interdisciplinary work. The field clearly has diverse voices and opinions which makes an assessment of niche program offerings of similar interest to these research discussions.

Chelladurai (1992) seemed to foresee the development of niche Sport Management programs and concentrations in his 1991 Earle F. Zeigler Award Lecture. Chelladurai (1992) provided examples of prospective students who were interested in considering Sport Management, but worried the field was too restrictive. His prospects wondered whether Sport Management would sufficiently prepare someone for fitness management or sport marketing. These questions could be answered by stating Sport Management is a broad discipline that is inclusive of these niche areas. However, another option would be for the Sport Management field to respond to these niche interests with degree programs and concentrations tailored to student consumer interests. At the time of Chelladurai’s (1992) lecture he asserted “we do not have the workforce to specialize in the subareas of our field.” (p. 216) while also noting that fields patronizing Sport Management for a “lack of specialization, sophistication, and a body of knowledge that they could call their own” (p. 216) were once ridiculed for the same things. However, with the passing of time, the presenters in the proposed presentation work within Sport Management programs that have found the time and resources to specialize.

Panelists will discuss the history and rationale for the creation of their respective niche degree programs and concentrations. The panelists will discuss positives that accompany their niche offerings as well as any difficulties that their niche offerings present. Audience participation will be accepted throughout the symposium.
Improving our teaching and student learning inevitably means change in the pedagogic and curricula design (Young & Legister, 2018, p. 80). To move away from the passive learning environment, which relies on lecture as the main teaching method and memorization as the dominant learning process, sport management educators should incorporate teaching methods that engage students in their learning. Project-based learning has been defined as “a teaching method where teachers guide students through a problem-solving process which includes identifying a problem, developing a plan, testing the plan against reality, and reflecting on the plan while in the process of designing and completing a project” (Wurdinger, Haar, Hugg, & Benzon, 2007, p. 151).

Constructing a PBL assignment within the sport management curriculum is a more intensive pedagogical process that requires time to organize and implement but allows for deeper learning which can inspire and motivate students. Research has suggested that PBL is effective with students because it taps into their interests and allows them to create projects that result in meaningful learning experiences (Wurdinger, 2018). This presentation explores the integrated process of PBL through a service learning project within a Sport Information course. The purpose of this PBL assignment was to become familiar with the process of a public relations campaign. The PBL assignment required groups to partner with local non-profit organizations to better assist them with their public relations needs. Groups worked together to research, plan, execute, and evaluate their public relations campaign.

As Gallagher (1993) and Thomas (2000) suggested, PBL requires students to activate higher order thinking skills to reach a conclusion on their own about a given concept. Additionally, students are asked to investigate and resolve a problem by developing questions, gathering research, receiving teacher scaffolding, and participating in self-evaluation (English & Kitsantas, 2013; Torp & Sage, 1998). The PR assignment incorporated PBL methodology by asking students to investigate and resolve a problem by developing questions (e.g., many local non-profit organizations do not have resources to create their own PR program), gather research (e.g., each group identified a local non-profit to work with by researching and evaluating the effectiveness of their current PR program through the development of surveys, observations, and interviews), receiving teacher scaffolding (e.g., the process has no predetermined outcome, students completed the process with the teacher’s guidance and encouragement), and participating in self-evaluation (e.g., each group was required to evaluate the effectiveness of their PR program though their goals and objectives).

The goal of this presentation is to provide a pedagogical process within sport management curriculum that provides faculty with the skills and knowledge needed to incorporate Project Based Learning within their courses. Ultimately, by encouraging sport management faculty to learn the theory and practice behind PBL, it can translate to students by broadening their conceptual understanding and lead to active participants in the learning process. The rise in popularity of PBL is an opportunity for sport management faculty to become educational leaders and can be a platform to showcase sport management faculty’s pedagogical expertise.
Proposing an Integrative Model of Entry-Level Career Readiness in Sport Management

Emily Plunkett, University of Florida
Michael Sagas (Advisor), University of Florida

Teaching/Learning - Professional Development (Other) virtual asynchronous
20-minute oral presentation (including questions)
Abstract 2020-300 Session: Career Preparation

As the number of undergraduate sport management programs continues to grow (Eagleman & McNary, 2010; NASSM, 2019) and the number of sport management graduates seeking careers increases, the competitiveness of the industry makes it increasingly important for programs to ensure they are adequately preparing graduates for entry-level careers (DeLuca & Braunstein-Minkove, 2016). While graduating career-ready students is an optimal programmatic outcome, in reality, it is extremely challenging to assess. After a thorough review of more than 50 refereed manuscripts devoted to career development, we contend the vocational behavior literature, along with the sport management body of knowledge, is quite ambiguous in conceptualizing and operationalizing the term “career readiness,” as no clear or scholarly definition exists for the term and few if any instruments purport to measure the construct of readiness. Indeed, measures of career maturity (Super, 1955; Super, 1984), career adaptability (Savickas, 1997), and vocational identity (Holland, Gottfredson, & Power, 1980) are often used as proxies for career readiness, but these measures offer limited domain coverage and fail to address the comprehensive nature of preparation for an entry-level career, especially in sport.

The lack of consistent definitions and measures of a career readiness construct is also problematic in that there is not currently a consistent or practical way to assess the preparedness of graduating students for the workforce. We believe the problem is amplified when the experiential nature of sport management curricula and call for industry experience is considered (Schoepfer & Dodds, 2010), as a sport-specific approach is needed to address how the broadness of careers in sport management necessitates career exploration in the education process. The purpose of this study to create and advance a new integrative model of entry-level career readiness specific to the field of sport management, the Career Readiness for Sport (CRS) model.

The CRS model integrates vocational behavior and career literature (viz., Savickas, 2005), college student development theory literature (viz., Chickering and Reisser, 1993), psychology and counseling literature (viz., Kashdan & Rottenberg, 2010), organizational behavior/psychology literature (viz., Duval & Wicklund, 1972) and sport management literature (viz., Cunningham et al., 2005) to best address the comprehensive nature of career preparation. When utilizing an integrative approach, we seek to combine the “strengths of seemingly contrasting theoretical and methodological approaches without losing sight of the unique contributions” each has advanced (Schwartz et al., 2011, p. 12). The CRS advances three meta-constructs of career readiness in Cognitive Career Flexibility, Career Self-Awareness, and Career Exploration. Each construct is informed by subdomains of specific internal factors and external factors.

Assessing career readiness as both an antecedent of career functioning, and an outcome of curricular offerings in sport management, could assist in program development, program evaluation, and better guidance and counseling of students for careers in a unique sport management career marketplace. A series of propositions are advanced, as well as pathways for future psychometric measures to emerge from the concepts. Explicit practical applications of the CRS to the sport management curricula are also suggested.
R3Grouping – Establishing an Empowering Environment for Female Students In Sport Management

Sarah Tackett, University of Kansas
Dominique Kropp, University of Kansas
Forre Zook, University of Kansas
Jordan Bass (Advisor), University of Kansas

Teaching/Learning - Mentoring (Other)  
virtual asynchronous  
20-minute oral presentation (including questions)  
Session: Career Preparation

Abstract 2020-301

Previous literature has revealed a lack of female students pursuing degrees in sport management (Hancock, Darwin & Walker, 2018; Sauder, Mudrick, & DeLuca, 2018). The same is true at the University of Kansas and to better support this group female doctoral students at KU have started a resource group. The goals for this student-led group are as follows: to better serve the female students in this major, to provide a space in which encouraging and supportive dialogue can take place, and to further determine practices which could increase the quality the educational experience for female students in the program. Using Sauder, Mudrick, and DeLuca’s (2018) findings, founders of the group have aimed to provide an empowering environment which incorporates open discussion regarding barriers experienced by females studying and working in sport, their “otherness”, and an often-perceived lack of credibility.

Initially, emails were sent to all undergraduate and graduate students enrolled in sport management courses. While the group was primarily developed to aid female-identifying students, male-identifying students were invited to learn more about the group and attend meetings as allies. Students were provided a brief description of the group as well as information pertaining to the first meeting. The initial meeting of the group was largely intended to gain an understanding of the wants and needs of students identifying as female. During the initial meeting, discussion ensued about the name of the group. Ultimately, attendees supported the term, R3Group, to serve as the representative name. This name was chosen to highlight three points of emphasis within the group: engagement, encouragement and empowerment.

Upon documenting the ideas representing the wants and needs of the attendees, the vision of the group was further developed. Input was sought by women with experience in organizational leadership. A core unit of leaders met to determine the direction of the group, meeting times, frequency of meetings, and topics that should be addressed. Currently, the group meets twice a month, providing opportunities for guest speakers as well as open discussion. Ultimately, the purpose of this group is to support the students through a peer network and to provide a place to meet and interact with mentors while creating a better climate for female students.

We are eager to present R3Group at NASSM to provide other sport management programs a practical model which may aid in improving the experience and retention of female-identifying students. In addition, we hope that the model we present will assist other programs which aim to provide an engaging, encouraging, and empowering environment for women in sport management.
A new generation of students has entered college campuses across the United States. This new generation of students—Generation Z—has its own expectations for the university experience. Though Generation Z—defined by those born between 1995 and 2010—is starting to get integrated into higher education, postsecondary institutions are experiencing issues with attendance and term enrollment in all sectors of postsecondary education has decreased by at least 1% each semester since the fall of 2015 (National Student Clearinghouse Research Center, 2019, p. 2). Moreover, Mohr and Mohr (2017) suggest that, “University instructors are encouraged to learn more about their students and their values as college-level learners” (p. 92). Thus, it is important to understand Generation Z students and their satisfaction in higher education.

Based on this idea, the primary objective of this non-experimental study will be to determine if a sample of Generation Z sport management students at accessible postsecondary institutions relates to the motivations, learning styles, and preferences of the broader population of surveyed students in Generation Z Goes to College (Seemiller & Grace, 2016). With this objective, this study will address the following research questions: (1) How do the motivations, preferred learning methods, and interpersonal styles of Generation Z sport management students compare to the findings of respondents in Generation Z Goes to College? (2) How satisfied are Generation Z students majoring in sport management with their respective programs?

To address our research questions, an online questionnaire will be distributed to sport management students with consent of their respective professors and faculty. The questionnaire will be comprised of questions adapted from Seemiller and Grace’s (2016) Generation Z Goes to College survey instrument with scaling from Experiential Learning Theory with Kolb’s Learning Styles (2005) requiring responses on Likert scales. To conclude the questionnaire, open-ended questions are provided regarding program satisfaction, beliefs, learning, and characteristics. Participation with the questionnaire is voluntary as indicated on the consent form starting the questionnaire. This questionnaire will be offered and will be available for three weeks in November 2019. Responses will be analyzed with descriptive statistics in comparison to Seemiller and Grace’s findings. Future findings of this study can be beneficial for students and faculty in sport management programs. The potential benefits to participants include gaining a better understanding of what motivates them, of their ideal learning environment, and of what role most suits them in interpersonal groups. Instructors, professors, and faculty may gain insight to better construct, implement, and execute their respective curriculums to better connect with the students they teach. Examining the motivations, preferred learning methods, and interpersonal styles of Generation Z students allows sport management programs and personnel to gauge how satisfied these students are and to better accommodate their educational experiences and professional aspirations. The livelihood for higher education, let alone collegiate sport management programs, could be affected by the satisfaction and experiences of Generation Z students.
The Flipped Classroom: How to use Case Studies to Increase Active Learning

Nola Agha, University of San Francisco
Jess Dixon, University of Windsor
Jeffrey D. MacCharles, University of Massachusetts Amherst
Emily Sparvero, University of Texas at Austin

The concept of the flipped classroom was first popularized in the early 2000s as a technique to dedicate class time to student-centered, active learning (Avery, Huggan, & Preston, 2000). By requiring students to read or watch content before attending class, the traditional passive lecture format is replaced by the active construction of knowledge by solving problems, answering questions, or debating issues inside the classroom (Wallace, Walker, Braseby, & Sweet, 2014). This style of learning is especially favored by the current generation of Millennial students (Prensky, 2010).

Despite this recent trend, the case method of teaching developed at Harvard Business School a century ago was in some ways the “original” flipped classroom (Corey, 1998). The case study method requires preparation from students before class time and active engagement with the case subject matter through discussion, role play, and/or debate. These real or simulated business situations faced by managers have been promoted as an effective form of sport management education for over a half century (Zeigler, 1959). Benefits of this type of engaged learning include solving problems dynamically, practicing critical thinking, and modeling managerial decisions.

Cases can sometimes offer messy, complicated situations without perfectly correct answers that help students practice managerial decision making and oral communication. Yet, these same features of cases can be intimidating for those who are developing their teaching and andragogical skill sets (e.g., newly minted PhDs and doctoral students with teaching responsibilities). Furthermore, because of their association with management, instructors in other disciplines (e.g., economics, finance, statistics) may feel that the case study method does not naturally lend itself to their teaching approaches (Lumpkin & Achen, 2015).

Thus, the ultimate intent of this symposium is to improve teaching quality through enhanced student learning. To do so, we will acquaint instructors of any level of teaching skills with proven procedures, classroom methods, and promising practices for using case studies in a flipped environment. In addition, by the end of the symposium, participants will understand how case studies can be implemented in courses in any discipline.

Specifically, we will discuss the following topics and/or themes:

• how to select a case study for class;
• aligning case learning outcomes with theory and literature;
• creating assignments around the case;
• preparing students for the classroom discussion or activity;
• the best use of teaching notes and instructor manuals;
• how to prepare for and lead the case discussion, and;
• how to assess student performance and learning.

Time will be allocated for audience members to share their experiences and/or ask questions of the panel members in resolving issues that they have or may experience with employing the case method.
The Influence of Graduate Programs on Perceptions of Career Decision Self-Efficacy and Emotional Intelligence

Rebecca Achen, Illinois State University
Angela Lumpkin, Texas Tech University
Liz Sattler, Illinois State University

Teaching/Learning - Learning (Other) virtual asynchronous
20-minute oral presentation (including questions) Session: Learning
Abstract 2020-304

Graduate school provides students multiple opportunities to solidify their future plans and gain greater confidence and knowledge to be successful in their careers. For students and educators, it is important to determine if graduate school is increasing students’ ability to make career decisions and improving their skills to be successful in their fields. Although the research on teaching and learning related to graduate students is limited, these investigations should include thinking about graduate education in terms of student outcomes (Cassuto, 2015). In sport, satisfaction of sport management students at the graduate level has been measured, (Popp, Weight, Dwyer, Morse, & Baker, 2015), however, career decision self-efficacy (CDSE) and emotional intelligence have not been. The purpose of this study is to determine if CDSE and emotional intelligence change during graduate school and whether emotional intelligence impacts CDSE.

Career decision self-efficacy is the degree to which individuals believe they can complete the tasks necessary to make career decisions (Betz & Luzzo, 1981). In the context of education, previous research has examined the improvement of CDSE over time, because CDSE can be enhanced by interventions (Multon, Brown, & Lent, 1991). For example, Komarraju, Swanson, & Nadler (2014) and Scott and Ciani (2008) found a course related to career exploration and experiences enhanced undergraduate students’ CDSE and confidence in career planning. Additionally, emotional intelligence, one’s ability to recognize and manage their emotions and the emotions of those around them, can positively impact CDSE (Brown, George-Curran, & Smith, 2003; Jiang, 2014, 2016). Goleman (1998) postulated that emotional intelligence might be more important than general intelligence in predicting success in the workplace, which makes the improvement of emotional intelligence important. We hypothesize that CDSE and emotional intelligence will increase over the course of nine months in graduate school.

Participants were recruited via email from the kinesiology departments at three universities and asked to complete an anonymous survey through Qualtrics. A total of 507 students were invited with 121 starting the survey and 98 completing it. The second iteration of the survey will be sent to the same group of potential participants in April 2020. Career decision self-efficacy was measured using the CDSE-SF, a scale created by Betz, Klein, and Taylor (1996). Other researchers have examined the psychometric properties of this scale, finding it to be valid and reliable (Chung, 2002). Emotional intelligence was measured using Wong and Law’s (2002) Emotional Intelligence Scale. Differences in first- and second-year graduate students will also be explored. A comprehensive analysis of the data will be completed with results disseminated at the conference.

While undergraduate programs often go through rigorous program reviews for accreditation, graduate programs are assessed less often. It is important for graduate faculty to explore whether graduate school positively impacts students, so that we can effectively recruit students and adequately explain the benefits and outcomes of obtaining a graduate degree. Results will provide kinesiology graduate faculty with insight into changes in career choice confidence and emotional intelligence over the course of a year in graduate school.
Universal Design for Internships: Making Internships Inclusive and Accessible

Michael Odio, University of Cincinnati

Teaching/Learning - Teaching Pedagogy (Other) virtual synchronous
60-minute symposium, roundtable, or workshop Session: Symposia/Workshops II

Abstract 2020-305

Internships are an important educational component in sport management, but educators have limited influence in their design. Some design control is exerted through assessments for internships including journals, portfolios, and projects that are all mostly guided through Kolb’s (1984) experiential learning theory, but other learning theories can provide additional utility. The Universal Design for Learning (UDL) (Meyer, Rose, & Gordon, 2014) provides a framework that can guide the design of internships for both educators and employers to account for student variability. This helps minimize barriers that may limit the success of otherwise qualified students and maximizing learning. The purpose of this workshop is to demonstrate and discuss how the three UDL principles can be integrated from the educator and employer perspective to make internships more accessible and pedagogically sound.

Principle 1: Provide for multiple means of engagement, including options for self-regulation, sustaining effort and persistence, and recruiting interest. Students vary in terms of career interest, and often take internships with little relevance to their career (Odio, 2017; Odio, Sagas, & Kerwin, 2014). Some may have clearly defined career paths and a job in place but still need to complete an internship requirement. Using UDL, educators and employer can design internships that account for this variability to provide students with experiences that allow for customized challenges and a focus on gaining skills relevant to them. This can include opportunities for students to have input on their goals and the type of feedback they wish to receive.

Principle 2: Provide for multiple means of representation, including options for comprehension, language and symbols, and perception. This principle acknowledges that students come from varied backgrounds with diversity in terms of disabilities (e.g., blindness, dyslexia), language and cultural backgrounds, and preferences in approaching content. Designing internships that keep these differences in mind allows for organizations to better integrate and train students into their organization, thus unlocking the benefits of diversity. Employers could create a handbook that outlines the basic terminology and tools that the student may encounter during the internship. Educators could take similar steps as they outline the requirements for their internship course.

Principle 3: Provide for multiple means of action and expression, including options for executive function, expression and communication, and physical action. Common assessments like journals, portfolios, and projects allow students to monitor and analyze their growth and progress towards goals (Williams & Colles, 2009). Still, educators can gain add more elements derived from this principle, including allowing students to express themselves using audio and visual means, and to update or adjust their goals during the internship in order to ensure these goals remain relevant and at an appropriate level of challenge. Employers can similarly review their practices to ensure that students can explore multiple methods of expression so that they can more effectively communicate and contribute to the organization.

The workshop will provide additional examples and resources for each principle, and participants will be invited to discuss challenges and opportunities for new related research and pedagogy.
Concerned by a potential paucity in qualified professorial candidates, Mahony, Mondello, Hums, and Judd (2004, p. 91) pondered, “are sport management doctoral programs meeting the needs of the faculty job market?” Today, more than a decade later, one facet of this question remains largely unresolved, are doctoral students “being adequately prepared for their future roles in faculty positions” (p. 93), and, in particular, that of the teacher? Despite the benefits that may be derived from participating in pedagogical training (e.g., increased teaching effectiveness and self-efficacy, and eased acculturation into academia; DeNeff, 2002; Dimitrov et al., 2013), cross-disciplinary studies have found that significant proportions of doctoral students are not required to and/or do not utilize available teaching resources (e.g., Canadian Association for Graduate Studies, 2016, 2019; Robinson & Hope, 2013); do not feel as though they have received appropriate and/or sufficient preparation for post-secondary teaching (e.g., Canadian Association for Graduate Studies, 2019; Fagen & Suedkamp Wells, 2004; Golde & Dore, 2004); and may be subject to programs that maintain anti-teaching cultures (Reneau, 2011). Given as much, a basic question related to those aforementioned arose, how is pedagogy integrated into the learning experiences of sport management doctoral students?

To answer this question, and begin to gather a deeper understanding of students’ career preparation, the researchers undertook a review of 37 North American sport management doctoral programs. The review, which drew upon the websites of doctoral-granting institutions, as listed by the North American Society for Sport Management (n.d.a; n.d.b; exclusions were made due to a redundancy, a lack of information, and alternate foci), accounted for, where possible, programs’ missions, degree requirements, curricula/calendars, student handbooks, and available information on assistantships and internal resources (e.g., centres for professional development). Each of the authors reviewed the websites of the pertinent programs and institutions, coded the material that was relevant to teaching and research, and collated their findings.

The review revealed that pedagogy is only marginally integrated into extant doctoral programs, and that there exist significant disparities between teaching- and research-centric provisions and requirements: for example, whereas 35 of 37 programs required the completion of at least one course in research methods, only five held a like stipulation for teaching; in a similar vein, where most every program employed courses, practica/assistantships, and mentoring (Silverman, 2013) to advance research competency and knowledge, only one did the same with teaching.

Although the completed review could not account for every ongoing program practice, particularly as they relate to mentorship, there is evidence to suggest that more may be done to foster pedagogical training and knowledge: in particular, programs may provide and/or direct students to formal seminars/courses on mentorship, course design, assessment, instruction, and learning (Nilson, 2010); and institute a development plan for teaching that is intensive, ongoing, and connected to practice, and mirrors that which routinely exists in relation to research (Gardner & Jones, 2011). In these ways, doctoral students may yet be better prepared for their future roles in faculty positions.
Teaching & Learning Fair
A Sports Marketing Experiential Learning Opportunity in Intercollegiate Basketball

Chris Croft, University of Southern Mississippi
John Miller, University of Southern Mississippi
Sarah Stokowski, University of Arkansas

Teaching & Learning Fair - Experiential/Service Learning (College Sport)
Teaching & Learning Fair Presentation
Abstract 2020-307
Session: Teaching & Learning Fair III

There has been a call to increase collaboration between sport management academics and sport industry practitioners in order to produce students who possess the appropriate training and skills to work in the sports event industry. This experiential learning assignment provided sport management students an opportunity to collaborate with the university athletic department to develop a detailed plan to market men’s basketball to students, increase student attendance, and formulate ways to engage the student crowd at games. The presentation will identify the steps the students followed for a successful experiential learning opportunity.
Applying the Concept of Sustainable Development in Sport Management Courses

Stavros Triantafyllidis, The Citadel

Teaching & Learning Fair - Career Preparedness/Internships (Other)
Teaching & Learning Fair Presentation
Abstract 2020-308

Sustainable development (SD) is a concept that has two roles: 1-analytical, where operations in the sport industry can be evaluated based on their impacts on the society and people; on the environment and the economy; 2-normative, SD can be used as a set of standards where sport organizations can follow to act sustainably with positive outcomes on the society, environment, and economy. By incorporating SD in the lectures and class-activities (how SD can be implemented through sport), it will optimize student’s pedagogy, and students could apply SD processes and use their knowledge in their jobs in the prospected sport-organization.
Best Practices to “Liven-Up” Discussion Boards in Your Online Courses

Deron Grabel, Post University

Teaching & Learning Fair - Online Learning (Online Community) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-309 Session: Teaching & Learning Fair I

Many courses taught today are done so via an online modality. The discussion board is a common component of online teaching. Criticism of discussion boards often revolves around the ideas that they are stagnant and unimaginative. This presentation will discuss best practices to “liven-up” your courses discussion boards.
Celebrating Event Excellence in Collaborating with Hospitality

Andra D. Chisholm, University of Memphis
Crystal N. Hudson, University of Memphis
Carol A. Silkes (Advisor), University of Memphis
Timothy D. Ryan (Advisor), University of Memphis

Teaching & Learning Fair - Cooperative/Collaborative Small Group Learning (Other)
Teaching & Learning Fair Presentation
Abstract 2020-310

Sport management (SM) and hospitality (HP) courses collaborated on the planning and execution of a Celebration of Excellence event that honored the school's graduating students, scholarship recipients, and academic and community award recipients. The Event Management class (SM) took care of the event logistics, design, marketing etc. The Basic Food and Beverage Lab (HP) planned the menu and food presentation for the event. Both classes had diverse roles in executing the events and required advisor/mentor input. Presentation includes details and examples on pre-semester decision-making and planning, mid-semester classwork, conflict resolution, course coordination, event preparation/implementation, and post-event analysis and reflection.
Classroom to Field: An Experiential Learning Experience in Event Management

Dorothy Collins, Lake Erie College

Teaching & Learning Fair - Experiential/Service Learning (College Sport)
Teaching & Learning Fair Presentation
Abstract 2020-311

Session: Teaching & Learning Fair I

This experiential learning experience helps students make connections between theoretical knowledge and practical hands on experience with event management. After salient concepts are presented in a traditional classroom format, students attend a sporting event with the instructor, to observe the practical application of theoretical concepts. Next, students design and execute a one-hour “pop-up” event that incorporates the theoretical concepts demonstrated. Learning from the pop-up event is then applied to the final part of the assignment, where students plan and execute an “event-within-an-event” at a college sporting event, in order to demonstrate understanding and mastery of basic principles of event management.
Community Engagement in the Sport Management Classroom

Megan Parietti, University of Wisconsin Parkside
Sean Dahlin, Central Washington University

Teaching & Learning Fair - Experiential/Service Learning (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-312 Session: Teaching & Learning Fair I

Community-based learning is a type of experiential learning in which students participate in coursework that strives to meet a community need in combination with structured reflection activities (Jacoby, 2015). We teach courses in which students are required to dedicate a significant amount of time working with a community partner. We will share our experiences on setting up placements for students to gain experience, discuss how these experiences align with the course goals, as well as share assignments that we utilize. We will also provide feedback we have received from our community partners on how to best make the relationship work.
Current Hot Topics in College Sport: Translating Papers to Discussion

Ashley Ryder, The Ohio State University
Brian Turner (Advisor), The Ohio State University

Teaching & Learning Fair - Other (College Sport) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-313 Session: Teaching & Learning Fair III

Students have the option of selecting two hot topics in college sport of their choosing. The students complete a written paper and classroom discussion on both topics through inquiry-based learning. In class, students discuss their topics with peers who wrote about the same topic. Afterward, students are grouped to discuss with peers who wrote about different hot topics to learn about different areas. A copy of the rubric and instructions will be provided.
Designing a Holistic Sport Public Relations Campaign Project for Intercollegiate Athletics

Juba Yoon, Indiana University Bloomington

Teaching & Learning Fair - Problem Based (College Sport) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-314 Session: Teaching & Learning Fair II

To enhance the applicability of concepts discussed in sport public relations (PR) classes in practical settings, designing a project that embraces a holistic approach to analyzing intercollegiate athletic events is helpful. A semester-long PR campaign project serves as an effective mechanism to translate theoretical understanding into the acquisition of relevant skills. Through direct observation and analysis of various sport PR dimensions (e.g., content development, management of social media and website, identification of key stakeholders), students will design a campaign initiative that provides recommendations for better practice. An instructional handout will be provided to attendees.
Diversity in Sport Organizations: Cultural Awareness Autobiography Assignment

Kristi Oshiro, Texas A&M University

Teaching & Learning Fair - Other (Other)  
Teaching & Learning Fair Presentation  
Abstract 2020-315  
Session: Teaching & Learning Fair I

The Diversity in Sport Organizations course aims to engage students in the study and understanding of important issues related to diversity and inclusion in the sport industry in particular and broader society more generally. This includes challenging students to practice self-reflexivity. This writing/reflection assignment prompts students to think critically about: 1) When/how they started to see themselves as cultural beings, and 2) How these experiences will affect and/or contribute to their future career endeavors in the sport industry. Having awareness of their positionality and cultural identity yield meaningful implications for sport management undergraduate students especially in contemporary times.
Enhancing Student Learning and Engagement through Classification

Rammi N. Hazzaa, University of Saint Joseph

Teaching & Learning Fair - Cooperative/Collaborative Small Group Learning (Other)
Teaching & Learning Fair Presentation
Abstract 2020-316
Session: Teaching & Learning Fair II

In this activity, students classify course concepts through different images/expressions/figures. The task is to find at least one reason why each one does not belong (in relation to the other three). There are no wrong answers as long as the student’s reasoning holds true. Because students do not get bogged down with finding the “right” answer, students naturally shift their focus to the rationale and arguments based on each puzzle and the related course content. It can be implemented in a variety of ways such as beginning of class warm-up or exam review. A handout will be provided.
Facilitating Social Change through Sport-Based Entrepreneurship

Ryan Snelgrove, University of Waterloo
Laura Wood, University of Waterloo

Teaching & Learning Fair - Problem Based (Community Sport) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-317
Session: Teaching & Learning Fair II

This presentation describes the design of an undergraduate course in which students learn how to utilize sport and recreation based social entrepreneurship to facilitate social change. Using weekly workshops and a developmental approach to learning, students create a venture plan during a semester. Specifically, students learn how to characterize a societal challenge, co-create with a community, design a solution and business model, develop a marketing plan, deliver a solution, build an organization, and assess impact. Particular emphasis is placed on the role of sport and recreation based social entrepreneurship in addressing issues related to social justice, inclusion, and health inequities.
Fictional Pop Culture Analysis

Sarah Tackett, University of Kansas
Jordan Bass (Advisor), University of Kansas

Teaching & Learning Fair - Case Studies (Other)  virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-318
Session: Teaching & Learning Fair II

Students will select a fictional media source where socio-cultural issues in sport are shown. They will be asked to demonstrate their knowledge, of the subject area being portrayed (race, gender, deviance, violence, etc.) and discuss how it is being portrayed through the fictional media. This paper involves research into the dimension being discussed, a description of the example and a critique of the portrayal. You will integrate material from outside sources, the textbook, and the in class lectures to support your writing. Each paper will need to be 3-4 pages.
A Survey Research Project for Sport Consumer Behavior. Students use online surveys to collect data from the entire campus to determine why people are or are not going to games. The surveys are designed to test consumer motivations, constraints and attitudes while also using segmentation criteria. Project to be completed in steps throughout the semester. This project can be used in Sport Consumer Behavior or Sport Marketing classes. Project description and instructions document will be provided, including rubrics for each graded step.
Healthy Obsession or Dangerous Game? Addressing Critical Issues Within Youth Sport

Daniel Wigfield, University of Waterloo

Teaching & Learning Fair - Problem Based (Youth Sport) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-320 Session: Teaching & Learning Fair I

A central issue for current and future sport managers to address is the hostile takeover of youth sports by overzealous adults looking to develop the next superstar athlete. This presentation describes a two-part written assignment. First, students are required to read Mark Hyman’s book Until it Hurts: America’s Obsession with Youth Sports and How it Harms our Kids and write a short essay on an issue within youth sport that is most concerning to them. Second, students are required to formulate a policy for the youth sport organization of their choice to address the issue they identified in their paper.
Integrating eSports within the Traditional Sport Management Curriculum

Christopher Scroggins, Shenandoah University
Mark Nagel, University of South Carolina
Nicholas Watanabe, University of South Carolina
Joey Gawrysiak, Shenandoah University

Teaching & Learning Fair - Other (Other)  virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-321  Session: Teaching & Learning Fair II

Esports continues to expand across various environments, including within education. Esports provides an opportunity for students to understand the integration of multiple disciplines needed to successfully produce high quality content and events and can be used to extend the sport management curriculum (Christophers, 2009). The integration of esports can serve as a student engagement vehicle and can provide students greater understanding and opportunities within the sport and events industries. This presentation will provide information regarding how esports can be utilized in the classroom in various ways, including through experiential learning and the development of case studies focused on contemporary issues.
Integrating Research into Assignments to Develop Students’ Analytical Thinking: Sport Tourism Case Study

Mona Mirebie, Indiana University Purdue University Indianapolis
Heather Gibson, University of Florida

Teaching & Learning Fair - Case Studies (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-322 Session: Teaching & Learning Fair III

This display will share a research-based assignment developed to help students in a sport tourism class enhance their analytical thinking skills. Students read an active sport tourism case-study in a snow sports context. From the reported findings, students are tasked with 1) identifying and explaining the relationships among the variables using concepts such as involvement, social worlds and wellbeing that were used to frame the research; and 2) to discuss the implications of the findings in real-world applications. A handout of the assignment’s outline will be provided.
Materials for Establishing a Standalone Sport Ecology Course

Brian P. McCullough, Seattle University
Madeleine Orr, University of Minnesota

Teaching & Learning Fair - Other (Other)
Teaching & Learning Fair Presentation
Abstract 2020-323

virtual asynchronous
Session: Teaching & Learning Fair I

Climate change is dramatically impacting the delivery and consumption of sport experiences and products. Future sport industry professionals must be aware of various ways their business or organization will be impacted by climate change to lead their organization and adapt appropriately. However, climate vulnerability and adaptation are not adequately covered in sport management coursework. To this end, we share a syllabus, lecture notes, assignments, rubrics, and justification language for new course applications in order to advance the integration of Sport Ecology courses across the sport management academy.
Navigating Collaborative Quizzes in Large Classes

Cassandra Coble, Indiana University

Teaching & Learning Fair - Cooperative/Collaborative Small Group Learning (Other)  virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-324  Session: Teaching & Learning Fair III

Collaborative quizzes may provide a deeper understanding of course material and increase student preparation (Petrunich-Rutherford & Daniel, 2019). This method has been supported by student feedback (Yang, Zhong, & Li, 2019) and provides a unique way for engaging students with the course material. This presentation will provide recommendations regarding best practices for managing collaborative quizzes, examples of alignment between individual and group quiz questions, and recommendations for incorporating collaborative quizzes in the classroom. Additionally, information will be provided that outlines ways to prepare students for collaborative quizzes as well as methods for writing collaborative quiz questions.
Olympic Sport Addition Case Study

Sayyon Foster, Texas A&M University
John Singer (Advisor), Texas A&M University

Teaching & Learning Fair - Case Studies (Olympic Sport) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-325 Session: Teaching & Learning Fair I

This Olympic Studies case study project provides students with a macro-level understanding of the role and reception of sport through a global context. This case requires students to design a presentation and executive summary outlining their justification for the inclusion of a new sport in the 2024 Olympic Games. In their justification, students must address the following elements: commercialization, amateurism, marketing, economic benefits/challenges, social issues, Paralympic inclusion/adaptation, and ethical challenges. To bolster their claims, students draw from multiple disciplines, historical accounts from previous Olympic games, and professional organizations associated with their selected sport.
Planning Class Debate Lessons to Stimulate Student Public Speaking and Critical Thinking Skills

Mei-Lin Yeh-Lane, American International College

Teaching & Learning Fair - Problem Based (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-326 Session: Teaching & Learning Fair II

Planning class debate lessons can develop student public speaking and critical thinking skills. Other benefits include student participation, active learning, class enjoyment, and promoting student commitments outside of class. Challenges include off topic discussion during debates, clear definition of mediator responsibilities, negative impact when missing students in class, and application of debates for a bigger group or different group dynamics. Class debates are fun way to engage and promote student learning, particularly public speaking and critical thinking skills. The goal of this presentation is to share ideas to incorporate debates in your classes.
Planning Three Simultaneous Events - Experiential Learning

Kimberly Fierke, SUNY Oneonta

Teaching & Learning Fair - Experiential/Service Learning (College Sport)
Teaching & Learning Fair Presentation
Abstract 2020-327

Session: Teaching & Learning Fair I

The Event Management in Sport Class is designed as an experiential learning course in which the students are completely responsible for an event. What is unique is the class conducts three events simultaneously. They include three Junior Olympic volleyball tournaments, based on three different age groups, and occur at three different sites around the local community. The students belong to one of six planning groups (Event Manager, Budget, Logistics, Marketing/Promotions, Staffing, Facilities). These groups are led by a Manager (one for each site). The groups spend the semester learning and preparing all the requirements to ensure three simultaneous successful events.
Preparing for the Big Leagues: Tactics and Innovations for Teaching Students' Hard Skills

Carter Rockhill, The Ohio State University
Alex Miller, The Ohio State University

Teaching & Learning Fair - Career Preparedness/Internships (Professional Sport) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-328

Session: Teaching & Learning Fair III

This presentation will provide critiques and recommendations of pedagogical approaches which will help bridge the gap between Sport Management undergraduate programs and professional teams and organizations in the sport industry. It is well known among sport management educators that theoretical concepts discussed in the classroom must mimic and be applicable to the real-life practical experiences students will encounter working in the sport industry. Yet, students still have a difficult time discerning the differences between soft skills (e.g. communication) and hard skills (e.g. writing a scouting report). This presentation will suggest creative strategies and directives for teaching students’ hard skills.
Project Management Apps: Transitioning from Academic to Professional Skills

Sloane Milstein, Colorado Mesa University
Sean Phelps, Colorado Mesa University
Saurabh Singh, Texas A&M University

Teaching & Learning Fair - Technology Integration (Other)
Teaching & Learning Fair Presentation
Abstract 2020-329
Session: Teaching & Learning Fair II

One of the biggest trends in education has been teaching students through experiential and service learning projects. Using project management apps such as Trello and Google products allows students to create workflows, work cooperatively and collaboratively.

Attendees will be provided an overview of project management apps and best practices on how to implement them into a classroom. Samples from current class activities will be shown. Participants will have the opportunity to engage in the Trello app via their phone or laptops.
Redesigning Sport Management Curriculum to Enhance Student Success

Wendi Zimmer, Texas A&M University
Paul Keiper, Texas A&M University
Shane Hudson, Texas A&M University
Scott Waltemyer, Texas A&M University
Hannah Malcomb, Texas A&M University

Teaching & Learning Fair - Other (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-330 Session: Teaching & Learning Fair III

Higher education programs face challenges to increase student achievement and academic curriculum. Faced with a rapidly growing and increasingly diverse student population, the Sport Management (SPMT) division at a southwestern university redesigned their undergraduate curriculum to meet their students’ needs, based upon industry feedback. Using the Program ReDesign Model for Learner-Centered Curriculum, a committee of faculty, staff, and students integrated high impact practices, as well as, industry expectations into a new SPMT curriculum. This handout will help inform other programs looking to redesign or enhance their curriculum. Curriculum redesign resources, as well as the model framework, are included.
Running a Successful Majors’ Club: Real-World Experiences Outside the Classroom

Jennifer Parsons, Wittenberg University
Lance Kaltenbaugh, Ashland University

Teaching & Learning Fair - Career Preparedness/Internships (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-331 Session: Teaching & Learning Fair II

Student organizations are integral to the overall college experience. Sport management major’s clubs can provide meaningful out-of-classroom opportunities. Networking, social engagement, personal and professional development as well as fostering leadership and communication skills are benefits commonly associated with being a member. Munoz, et al., (2016) found professional development activities and networking with professionals positively influenced student participation. Running a successful majors’ club strengthens your program as well as provides leadership opportunities for your students (Ewing, et al., 2009). A handout outlining tips on implementing and maintaining a student organization will be provided.
Scaffolding Academic Service-Learning in the Department of Sport Management: Application of Corporate Social Responsibility and Sport for Development Models

Shaina Dabbs, Elon University
Anthony Weaver, Elon University
Cara Lucia, Elon University
Young Do Kim, Elon University

Teaching & Learning Fair - Experiential/Service Learning (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-332
Session: Teaching & Learning Fair II

Academic service-learning (ASL) is an impactful teaching strategy that can enrich student learning, broaden perspectives, and enhance critical thinking. Intentionality around the connection between sport and the values of ASL is lacking. To address this, a scaffolded approach to prioritizing ASL throughout the curriculum is presented. This approach is anchored in the analysis of two sport for good approaches currently infused in sport management courses: Corporate Social Responsibility and Sport-for-Development Theory. We believe faculty will benefit from the pedagogical strategies provided which are designed to improve students’ awareness, understanding, and application of how sport is used to better society.
Securing the Foundation of Sales and Fundraising Principles via a Fundraising Final Project

Katie M. Brown, Texas Tech University
Andrew C. Pickett, University of South Dakota
Zack Damon, University of Central Arkansas

Teaching & Learning Fair - Other (Other)
Teaching & Learning Fair Presentation
Abstract 2020-333

Session: Teaching & Learning Fair II

virtual asynchronous

This presentation discusses an integrative final project used in sales and fundraising courses. Students are asked to propose a sport-related fundraising event to benefit a non-profit organization. For the project, students must conceptualize an event from scratch, where each step of the event planning process (e.g., working with industry partners, event marketing, budgeting, and contingency planning) must be considered. Students create a brochure to advertise their event and present their idea to potential sponsors, donors and participants in the class. The assignment asks students to integrate several course concepts into one unified project. Course materials and handouts will be provided.
Sport Public Relations Class Project: Alumni Society Revitalization

G. Clayton Stoldt, Wichita State University
Courtney Calder, Wichita State University

Teaching & Learning Fair - Problem Based (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-334 Session: Teaching & Learning Fair I

Students in a graduate sport public relations class were assigned a project that enabled them to learn about donor relations and the campaign planning process. The project called for students to revitalize the sport management programs' alumni society. Specifically, students conducted research, identified key issues facing the alumni society and developed communication strategies and tactics that positioned the organization for advancement. Some portions of this project were conducted on a class-wide basis, others in smaller groups. The project resulted in changes to the alumni society’s structure and activity, as well as the creation of campaign content.
Sports Partnership: Networking and Experiential Learning Opportunities

Whitney Marks, East Carolina University
Stacy Warner, East Carolina University

Teaching & Learning Fair - Experiential/Service Learning (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-335 Session: Teaching & Learning Fair I

Often the practical experience provided throughout a Sport Management curriculum can promote higher level thinking and a student's attachment to the course material (e.g., Dees & Hall, 2012; Munoz & Huzer, 2008). Consequently, this semester-long experiential learning assignment details how a local sports commission partnership can be integrated into an undergraduate event management course. Students not only perform and executive compulsory event management tasks for a local event, but an emphasis through the semester is placed on the importance of cultivating a professional network for students hoping to enter the sport industry (Kornspan, 2013).
Students for Hire: Creating a Challenging Capstone Experience

Leigh Ann Danzey-Bussell, Trevecca Nazarene University

Teaching & Learning Fair - Problem Based (Other)
Teaching & Learning Fair Presentation
Abstract 2020-336
Session: Teaching & Learning Fair I

A capstone sport management course should be designed for students to “demonstrate the capacity to synthesize and apply knowledge” (COSMA, 2016). In fact, nothing is more rewarding than engaging students in real-world activities that demand critical thinking, problem solving, research, and writing (Bussell, 2013; Eisner, 2006; Simon, 2004; Talcott, 2004; Bonwell & Eison, 1991). This presentation will display a course that was designed to offer students the opportunity to function as consultants and demonstrating mastery in the sport management curriculum. A syllabus and work samples will be available.
Since its 1913 inception, the crossword puzzle has been used as a self-learning tool to facilitate learning, enhance memory, and stimulate the mind (Soni et al., 2016). In sport management classes, students are encouraged to complete the crossword puzzle which is designed to coincide with an upcoming exam. It is recommended that instructors offer physical copies of the crossword as well as interactive online crosswords to account for individual learning preferences. This study tool allows students to become active participants in their learning where they “make decisions, solve problems, and react to their results of choice” (Raines, 2010, p. 87).
Teaching on Racial and Ethnic Issues in Sport in a General Education Class

Guangzhou Chen, University of Illinois at Urbana-Champaign
Monika Stodolska (Advisor), University of Illinois at Urbana-Champaign
Jon Welty Peachey (Advisor), University of Illinois at Urbana-Champaign

Teaching & Learning Fair - Problem Based (Other) virtual asynchronous
Teaching & Learning Fair Presentation Session: Teaching & Learning Fair I
Abstract 2020-338

Racial and ethnic issues in sport are discussed in courses in many sport management curricula. However, race, ethnicity, stereotyping, and discrimination are sensitive topics, particularly at the time of heightened political and social tensions, and when discussed with undergraduate students from diverse backgrounds in large general education courses. This presentation will provide strategies for developing sensitive approaches to teaching about racial and ethnic issues in sport, such as creating an inclusive, judgement-free class climate, facilitating discussions among students from diverse backgrounds, dealing with potential conflict situations, and designing appropriate assignments. An instruction handout will be provided.
Text and Network Discovery

Soojin Kim, Kutztown University of Pennsylvania
Yongjae Kim, Kutztown University of Pennsylvania

Teaching & Learning Fair - Technology Integration (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-339

Session: Teaching & Learning Fair I

The purpose of the assignment is for students to get experience performing a social media analytics audit of a topic relevant to their professional interests using Netlytic. In the assignment, students will be able to collect and analyze users’ social media consumption behavior, and develop marketing communication strategies. Netlytic is a cloud-based text and networks analyzer. Despite the limited use for free, the tool is useful for teaching and learning about social media analytics. Further information will be available during the presentation.
The "Golden Bat" Awards

Jennifer Gellock, University of North Alabama

Teaching & Learning Fair - Cooperative/Collaborative Small Group Learning (Professional Sport)
Teaching & Learning Fair Presentation
Abstract 2020-340

Session: Teaching & Learning Fair I

This assignment was designed for a sport management facility and event management course. The purpose of the assignment allows students to collaborate to create an original themed game-day promotional event proposal for one minor league baseball team. Components of the assignment include developing an event theme, a corresponding marketing plan, a “game-day plan”, and a post-event analysis. Students are required to write a formal report combining each group members’ individual parts. This a very applied and experiential assignment because students get to vote for their favorite promotional event similar to the “Golden Bobblehead Awards” granted in minor league baseball.
The Ultimate Internship: Designing a Short-Term Immersive Study Abroad Experience

Daniel Springer, Texas A&M University
Marlene Dixon (Advisor), Texas A&M University
Stuart Dixon (Advisor), Texas A&M University

Teaching & Learning Fair - Career Preparedness/Internships (International Sport)
Teaching & Learning Fair Presentation
Abstract 2020-341

Session: Teaching & Learning Fair I

Employment opportunities are increasingly competitive in sport management, pressing educators to continually cultivate opportunities for students to increase their knowledge and enhance their marketability (Schwab et al., 2015). Data from our recent curriculum design revealed that practical experience, communication, and global/cultural awareness were keys to success in the sport industry. This presentation provides a detailed description of a fully integrated short-term international internship experience, grounded in industry data and transformational learning theory. This internship provides students with global and cultural learning, enhanced communication skills, relevant sport industry experience, and engagement with “deeper academic learning” (Kamdar & Lewis, 2015, p. 1).
Using Kahoot! Game-based Learning in the Sport Management Classroom

Logan Schuetz, University of Northern Colorado
Brent D. Oja (Advisor), University of Northern Colorado

Teaching & Learning Fair - Technology Integration (Other) virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-342 Session: Teaching & Learning Fair III

Sport management students were placed into groups and participated in a technology game-based learning activity, featuring Kahoot! Icard (2014) indicated that game-based learning in the classroom setting has become a best practice to engage students for covering and reviewing class material. The congruence of the competitive nature in game-based learning, sport, and sport management content provided a germane environment for student engagement. Using game-based learning promoted student engagement, teamwork, and critical-thinking skills. Emphasizing the competitive nature of sport mixed through game-based learning can be a beneficial tactic for instructors to challenge students and therefore a valuable experience for students.
Using Real World Contracts to Enhance the Teaching and Learning of Contract Law

Claire Williams, Saint Mary's College of California

Teaching & Learning Fair - Cooperative/Collaborative Small Group Learning (College Sport)
Teaching & Learning Fair Presentation
Abstract 2020-343

Session: Teaching & Learning Fair I

Contract law is central to the daily operation of athletic organizations (Wong, 2010), and it is imperative that sport managers understand basic contract formation in addition to unique contractual clauses. In order to enhance the teaching and learning of sports-related contracts, students complete a written analysis of a real world contract (e.g., employment). Students select contractual elements to analyze (e.g., compensation clause) and describe the manifestation of those contractual elements as articulated in the contracts they have chosen to analyze. In class, students engage in the process of shared inquiry as they compare and contrast their findings with one another.
Using the ADDIE Model to Design Effective Courses

Michael Odio, University of Cincinnati

Teaching & Learning Fair - Other (Other)
Teaching & Learning Fair Presentation
Abstract 2020-344

Session: Teaching & Learning Fair I
virtual asynchronous

The ADDIE model for instructional design provides a proven yet flexible framework for building effective courses through six phases: Analysis, Design, Development, Implementation, and Evaluation. Using ADDIE ensures educators are able to systematically meet their goals while identifying areas for improvement. The presentation will describe how all forms of sport management courses (i.e., experiential learning, online, in-person, hybrid) can benefit from using this framework. Examples of two courses designed using this framework will also be provided, as well as a link to a digital template and additional resources.
Virtual Reality Sport as a Pedagogical Technique

Gregory Kane, Eastern Connecticut State University
Michelle Ferrer, Eastern Connecticut State University
Ari de Wilde, Eastern Connecticut State University

Teaching & Learning Fair - Technology Integration (Other)  virtual asynchronous
Teaching & Learning Fair Presentation
Abstract 2020-345  Session: Teaching & Learning Fair II

Virtual reality (VR) sport games provide an opportunity to experience first person perspectives from the safety of an office chair. This can support students and faculty with unique perspectives, a renewed interest in sport, and in a way that is both entertaining and educational. With games like VR Sports Challenge, Stadium Renovator and a multitude coaching and situational simulators, VR is creating new areas for edutainment. This presentation will provide examples of class projects, ideas for teaching and using VR, and recommendations for assessment.
What Does Your Future Boss Need from You? Developing Critical Thinking Skills for Job Market in the Sport Management Classroom

Wen-hao Winston Chou, University of Georgia
James J. Zhang (Advisor), University of Georgia

Teaching & Learning Fair - Cooperative/Collaborative Small Group Learning (Professional Sport)
Teaching & Learning Fair Presentation
Abstract 2020-346

The words “critical thinking” frequently appear in job descriptions. Many universities offer courses specifically designed to enhance their students’ abilities to think critically (Halpern, 1999); however, fostering these skills should be one of the learning outcomes for every course. Research evidence provides that teachers who employ cooperative learning methods increase their students’ critical thinking ability (Cooper, 1995). This presentation provides information on designing and assessing cooperative learning activities for critical thinking in a sport management classroom. Findings from a follow-up evaluation derived from interviewing program graduates who participated in these activities and are currently employed will be reported and discussed.
What Would You Do? Debating Contemporary Issues in Sport Law

Robert Turick, Ball State University

Teaching & Learning Fair - Problem Based (Other) virtual asynchronous
Teaching & Learning Fair Presentation Session: Teaching & Learning Fair III
Abstract 2020-347

This display details an activity that sport law instructors can use at the beginning of class to engage students in discussing contemporary issues in sport law. Using the content areas covered in Spengler et al.’s (2016) Introduction to Sport Law text, a matrix was developed that highlights ten contemporary sport law controversies/stories – all since 2017 – that correspond to each content area (e.g., contract law, employment law, gender equity, risk management, etc.). The purpose of this activity is to challenge students to consider how they would solve legal issues that sport managers have most recently encountered. The matrix will be provided.
Student Research Competition
Spillover Effects of Sport Participation Programs on Employees’ Psychological and Behavioral Changes in the Workplace

Moonsup Hyun, Temple University
Jeremy Jordan (Advisor), Temple University

Student Research Competition Finalist

Abstract 2020-348

virtual asynchronous

20-minute oral presentation (including questions)

Session: SRC Finalists

Drawing on social exchange theory and the notion of behavioral spillover, the author examined whether organizational support for employees’ participation in organized sport with coworkers, namely through organized sport participation programs, could engender psychological and behavioral changes in the workplace. Based on a mixed-method approach using multimethod (qualitative and quantitative) data, the author proposed that organized sport participation programs strengthen employees’ social abilities, promote a cooperative organizational culture, and improve employees’ affective organizational commitment. Additionally, results indicated that opportunities for organized sport participation programs should be fairly distributed to all employees, and the level of competitiveness in sport should be well controlled; employees wanted organized sport participation programs to entail a balance between functioning as a social activity and competitive sport. Findings are expected to motivate practitioners to consider adopting organized sport participation programs to create a better organizational culture. Theoretically, this study informs scholarship regarding the benefits of sport participation for individual, organizational, and social development in various life domains.
Due to the current coronavirus pandemic, populations all over the world have experienced an extraordinary shock. The unprecedented challenge reveals vulnerability to calamities in communities, which translates into uncertainty, stress, and anxiety among individuals in a community. Thus, the level of community resilience could be a determinant of recovery time for communities confronted with these novel risks that are changing human lifestyles (Faulkner, Brown, & Quinn, 2018). In this respect, enhancing community resilience to hazards is a major question for researchers and policymakers. The sport industry is a potential economic and social driver, generating significant tangible and intangible community benefits in region-based resilience development. Given the role of sport within communities, it is critical to empirically assess the connection between sport and community resilience. Despite the importance of the sport industry for a community, less scholarly efforts in sport management have been invested in the understanding of the association. This study is the first attempt in sport management to examine the spatially heterogeneous effects of the sport industry on community resilience. Specifically, we attempt to (a) examine whether a variety of sport industry sectors influence community resilience and (b) assess how the effects of sport industry sectors on community resilience are spatially heterogeneous. To achieve the purpose, spatial regression analysis using geographically weighted regression (GWR) with geographic information system (GIS)-based mapping was employed. Florida was selected as the study area for the following reasons. First, sport-related organizations in Florida are critical resources for economic impact (e.g., approximately $23 billion of economic impact in 2015 and 2016). Second, Florida communities have recently been exposed to various slow-onset risks (e.g., climate change) and fast-onset risks (e.g., hurricanes). The GWR model shows the spatially heterogeneous effects of sport industry sectors on community resilience that cannot be detected by an ordinary least squares (OLS)-based aspatial model. It represents the spatially heterogeneous effects of county-level sport industry concentration and community resilience, identifying where a variety of sport industry sectors have significant impacts to enhance community resilience. For example, the effects of golf courses and country clubs on community resilience in global association by the OLS-based model are negative ($\beta=-0.002$), whereas spatial clustering analysis using GWR-based local coefficients shows that the northeastern region of Florida has a significant high–high cluster (hot sport; global Moran’s I: 0.50, p < .05) for the positive effect of golf courses and country clubs. This indicates that the sport industry sectors do not have the same impact on community resilience in all regions. Effects may differ for different industrial locations even within one industry sector, suggesting the presence of a mechanism affected by regional specificities in the association between the sport industry and community resilience. The findings of this study could be a starting point for a better understanding of the spatial pattern of the association of sport industry sectors with community resilience by considering regional differences, as well as a tool for location-specific community resilience development.
Exploring Conflict among Stakeholders in the Governance of Olympic Legacy

Jinsu Byun, University of Georgia
Becca Leopkey (Advisor), University of Georgia

Student Research Competition Winner
25-minute oral presentation
Abstract 2020-350

Sport event legacy can be conceptualized as intangible/tangible, positive/negative, planned/unplanned structures that remain over the long term from the hosting of a sport event (Preuss, 2007). Leaving a positive legacy has remained a vital concern for event stakeholders resulting in continued attention paid to the event legacy process. The provision of legacies can be considered a governance issue because of the potential conflicts that could emerge among stakeholders who have different values and interests (Girginov, 2011). As such, an inclusive, transparent and accountable legacy governance system is important for ensuring the steering of stakeholders’ collective action.

While meeting stakeholders’ needs is critical in the provision of a positive Olympic legacy, Scheu, Preuß, and Könecke (2019) noted “there are always conflicts of interests, a positive legacy for one stakeholder can be negative for another one” (p. 5). Conflict, “the process, which begins when one party perceives that another has frustrated, or is about to frustrate, some concern of his” (Thomas, 1992, p. 265), can be an important enabler and constrainer in governance. Research has demonstrated how tensions among stakeholders can develop as a result of different understandings and expectations of legacy programs and policies. However, little is known about the development and management of conflict among stakeholders regarding the provision of event legacy and how the emergent conflict may impact the legacy governance system and relevant stakeholders.

This study examined conflict among stakeholders who are involved in the governance of legacy. Specifically, this study drew on the interorganizational/group conflict literature (e.g., Moore, 2014; Wall & Callister, 1995), which informed the key conflict dimensions examined in this study (i.e., conflict drivers, impacts, and management strategies). The following research questions were addressed: (i) what drivers influence the development of conflict among event legacy stakeholders, (ii) what are the impacts of the emergent conflicts and, (iii) how are the various conflict-related issues managed?

A qualitative single-holistic case study design (Yin, 2014) focusing on stakeholders involved in the Jeongseon Alpine Ski Centre, a venue of the 2018 PyeongChang Olympic Games, was developed. The case was built using multiple sources of data, including archival materials (e.g., policy documents, final reports) and interviews. A total of 13 interviews with representatives from key stakeholder groups (e.g., environmentalists, Korea Ski Association) were conducted. Data were analyzed deductively and inductively through three steps: open, axial, and theoretical coding.

The findings highlighted that disparate values among stakeholders arguing over mutually exclusive venue objectives triggered conflict, and escalated due to various drivers (e.g., lack of communication among stakeholders, unclear regulations, varied interpretations of information) throughout the pre- and post-Games phases. Several conflict management strategies (negotiation, communication, and mediation) were employed in this case. Functional (e.g., decreased environmental impact) and dysfunctional (e.g., distrust among stakeholders) impacts of the conflicts were identified. This study proposes implications regarding stakeholder management for event legacy governance practice and directions for future research in this area.
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