



Book of Abstracts

28th SMAANZ Conference

Hosted by the Sport Innovation Research Group
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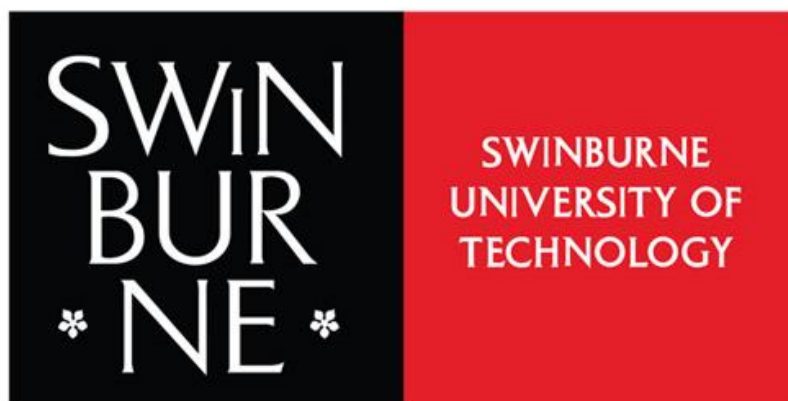


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SMAANZ President's Welcome

We are delighted to welcome you to Melbourne and, for the first time, to the Hawthorn campus of Swinburne University of Technology for the 28th SMAANZ Conference.

In particular, a big WELCOME BACK to live SMAANZ conferences. While the SMAANZ Week experiences of 2020 and 2021 have provided a forum for interaction and communication around research, we are looking forward to returning to the regular SMAANZ conference setting over the next few days.



The SMAANZ conference has always sought to provide valuable experiences to attendees, and we are confident this year will be no exception. The conference includes over 120 delegates, including many from overseas, and provides a setting to engage in scholarly exchange, share research, reflect on the current and future of sport management research and connect around research projects and opportunities. A thank you to all our attendees who have chosen and prioritised supporting SMAANZ this week and assisted in making it what will be a wonderful event.

Of course, a big thank you to the Sport Innovation Research Group at Swinburne University, and in particular the conference chair, Professor Emma Sherry for bringing ideas and energy to delivery of the 2022 conference. In addition, we thank Melanie Nahm from Swinburne and Sarah Wymer from SMAANZ for their support in preparations for the event. Finally, we extend our thanks to the School of Business, Law and Entrepreneurship and Swinburne University of Technology more widely for their support and contributions that have made hosting the event possible.

The vision for the conference was one that delivered on a strong academic program, combined with the social aspects and interactions that make SMAANZ such a special environment. This year, you will see new initiatives over the week, and we encourage you to support and embrace these from the social opportunities and new awards formats, through to in-conference games and competitions, and sustainability efforts.

Above all, I hope you find the conference engaging, fun and rewarding and I encourage you to embrace all of the opportunities the week provides.

Thank you for your contribution to making this conference a success,

Associate Professor Adam Karg

President, SMAANZ (2019-2022)

Welcome from the Organising Committee Chair

Womunjika and welcome to SMAANZ 2022!

We are delighted to welcome delegates to Melbourne for our first face-to-face conference since 2019.

SMAANZ 2022 is hosted by the Sport Innovation Research Group at Swinburne University of Technology. We are pleased to welcome over 120 delegates from New Zealand, Australia and around the world. As importantly, we have over 40 student registrations, which speaks to a strong future in sport management research.

Many thanks are due to our fantastic team at SIRG - particularly to Melanie Nahm for all of her hard work behind the scenes - and to the volunteers who you will see and interact with throughout the conference.



We are looking forward to a stimulating conference programme, which features a range of high quality academic and industry keynote speakers, as well as a social programme that aims to facilitate networking and provide all delegates with opportunities to experience Swinburne University of Technology's Hawthorn campus and surrounds, and all that the city of Melbourne has to offer.

Most of all we hope that you enjoy your stay in Melbourne and have time to have a good look around while you are here.

Professor Emma Sherry

SMAANZ Conference Chair 2022

Conference Team

Conference Chair

Professor Emma Sherry

Academic Program Co-Chairs

Dr Sam Duncan and Dr Ryan Storr

Conference Team

Melanie Nahm

Dr Carleigh Yeomans

Dr Kasey Symons

Dr Katherine Raw

Conference Theme:

SPORT INNOVATION: CONNECTING PEOPLE AND TECHNOLOGY.

Partners

SMAANZ is pleased to have The Australian Sports Technologies Network (ASTN) as a conference partner for SMAANZ 2022.



**Australian Sports
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ASTN provides leadership in the commercialisation, development and promotion of Australian-inspired sports technologies.

Established in 2012, the ASTN is an industry-led Australian eco-system of organisations with a vested interest in sports technology development. This includes leading sports technologies businesses, national sporting organisations, research institutions, sports distributors & retailers, government agencies, service providers and investors.

ASTN programs are geared to assist Australian sports technology companies to scale and commercialise their technologies into international markets and assist universities and research institutions to commercialise projects. Please head to their website for more information.

<https://www.astn.com.au/>

SMAANZ

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

Specifically the purposes are:

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



SMAANZ BOARD

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ABSTRACTS

ABSTRACTS FOLLOW

LISTED IN ALPHABETICAL ORDER



Charting new waters: Governing Name, Image and Likeness after *Alston v. NCAA*

Thomas A. Baker III (University of Georgia), John Holden (Oklahoma State University), Alicia Jessop (Pepperdine University) and Johanna Tweedie (Florida State University)

Keywords: NCAA, name, image, likeness, NIL, regulation, legislation, antitrust, labor law, state law, Congress

On June 21, 2021, the Supreme Court for the United States of America handed down its unanimous decision in *Alston v. NCAA*, and in doing so forever changed the way courts apply antitrust law to commercial restraints imposed on college athletes by the National Collegiate Athletic Association (NCAA). In response to both the Court's ruling in *Alston* (2021) and the passage of laws granting college athletes rights over their name, image, and likeness (NIL) rights in states across the country, the NCAA implemented interim bylaws that allowed college athletes to profit from the commercial use of their NIL. Subsequently, college athletes began monetizing the commercial value inherent to their identities with some seemingly selecting which schools to attend based on available NIL opportunities.

This particular change to college athletics, perhaps more than any other, has led to calls from commentators, coaches, and college administrators for either Congress, the NCAA, or some other entity to step in and reinstate more restrictive regulation of college athlete NIL use. These calls pose several important questions. First, will the U.S. Congress intervene and impose a national law for regulating NIL within the NCAA? Second, is it possible for the NCAA to legally impose rules that constrain college athlete NIL use beyond what is currently allowed? Third, do the restrictions found in state NIL legislation provide sport managers with viable restraints on NIL use? And finally, are there answers within labor law for effectively imposing more restrictive NIL rules?

This is a doctrinal legal study that examines the existing law and the available options remaining for sport managers in the United States to protect the interests of both college athletes and the NCAA in regulating the commercialization of college athlete name, image, and likeness (NIL) following the U.S. Supreme Court's decision in *NCAA v. Alston*. Our approach to legal research resembled qualitative case studies in that we triangulated our data by sourcing information from (a) case law and statutory law, (b) media and press statements discussing the law and social phenomena, and (c) law reviews and other forms of legal and academic research on the subject. I

Section I discusses proposed U.S. legislation aimed at regulating the commercial use of NIL rights by college athletes. Section II examines the controlling case law, with specific focus on *O'Bannon v. NCAA* (2014) and *Alston v. NCAA* (2021) and how those two cases changed the way courts review NCAA regulation of NIL. Section III analyzes the bevy of state legislation that has emerged, as individual jurisdictions have sought to provide recruiting advantages to in state schools. Section IV examines the role of labor law and how collective bargaining provides a way forward for the NCAA to regulate college athlete NIL use. Section V includes findings on the role of law in regulating NIL within the NCAA and provides suggestions for the regulation of NIL rights. Part VI discusses what sport managers in Australia and New Zealand can learn from the NCAA's NIL controversy in regards to managing NIL within collegiate and amateur sports in their countries based on their relevant competition laws.

Examining nationwide residents' social impacts from hosting a major sport event

Jordan T. Bakhsh (University of Ottawa), Heather Kennedy (University of Guelph) and Michael L. Naraine (Brock University)

Keywords: social impact; Olympics; residents; legacy

Hosting major sport events is believed to create positive and negative social impacts for residents (VanWynsberghe, 2016). Despite (potential) nationwide social impacts, scholarship has largely focused on host city residents' social impacts (e.g., Mao & Huang, 2016), leaving the extent to which various resident groups experience major sport event social impacts uncertain (Bakhsh et al., 2022). Moreover, there has been a focus on short-term social impacts (i.e., within 9-months of the event; Kv̄denigstorfer et al., 2019), leaving it unclear as to the long-term impacts from hosting. Thus, this study examined residents' long-term social impacts from hosting the 2010 Vancouver Olympic Winter Games, with a particular emphasis on resident groups based on their geographic location relative to the event.

Through Qualtrics, 1,901 Canadian residents completed an online self-administered questionnaire 11-years post-event. Using previously validated self-referenced social event impacts scales (i.e., Taks et al., 2020), four positive social impacts (i.e., social cohesion, feel-good factor, social capital, and community event involvement) and two negative social impacts (i.e., conflict and feelings of unsafety) were measured using three items each on 6-point Likert scales. Confirmatory Factor Analysis confirmed the multi-item structure and mean scores were calculated given adequate reliability of the scales. Participants were categorized into one of four geographic groups: (1) Vancouver (n=525), official host city; (2) Venue (n=312), cities within the host province that hosted events; (3) British Columbia (BC) (n=525), cities within the host province that did not host events; and (4) Canada (n=525), cities outside the host province. A one-way MANOVA was conducted to determine social impact differences across resident groups with a Tukey post-hoc test.

Social impact scores were statistically significantly different between resident groups, ($F(1,11.561)$, $p < .001$). For social cohesion, social capital, and community event involvement, while both Vancouver and Venue residents experienced social event impacts (i.e., mean scores above the indifference point), Venue residents did so to a significantly greater degree than Vancouver residents. Conversely, BC and Canada residents did not experience these social event impacts (i.e., mean scores below the indifference point). For feel-good factor, although all resident groups experienced these social event impacts, Vancouver and Venue residents experienced this social event impact to a significantly greater degree than BC and Canada residents. For negative social impacts, no resident groups experienced conflict or feelings of unsafety but there were significant differences between BC and Canada residents.

Overall, we found positive social impacts were geographically bound and there was an absence of negative social impacts nationwide. Theoretically, this informs our understanding that positive social impacts are bound to host locales and have limited long-term effects, and suggests negative social impacts may not be a concern for residents nationwide. Practically, these findings suggest event managers should consider positive social impact legacy projects internal and external to the host city, particularly as Vancouver looks to bid for the 2030 Olympic Winter Games.

Behind the numbers: Women Australian Rules footballers' lived experience of performance monitoring

Paul Bowell (Swinburne University of Technology), Emma Sherry (Swinburne University of Technology), Paul Scifleet (Swinburne University of Technology) and Katya Pechenkina (Swinburne University of Technology)

Keywords: Organizational tracking, Women Australian Rules footballers, Digital ethnography, Affect, Subjectivity

This paper will present preliminary findings from our study investigating women Australian Rules footballers' experiences of club produced digital-driven performance monitoring. Increasingly elite sporting clubs, and their athletes, are prioritising digital self-tracking such as Global Positioning Systems (GPS) monitoring to evaluate performance and measure fitness (Page 2015). However, the athlete's experience of these tracking practices are not widely known (Rapp & Tirabeni 2018) – especially in emerging professionalised women's sports like Australian Rules. Previous academic research into digital self-tracking among women Australian Rules footballers has been limited to quantitative in-game performance monitoring (Clarke et al. 2018; Cust et al. 2019). These approaches fail to account for the players' subjective experiences and understandings of their club produced self-tracked metrics. It is at this juncture that this study looks to address this detected gap in the literature.

A growing body of academic work has positioned digital self-tracking within organisational settings – like workplaces – as having the potential to alienate and disenfranchise workers, while also resembling methods of surveillance (Moore 2018; Newlands 2021). The plight of digitally tracked employees can be an uncertain one and is not dissimilar to elite athletes who are subjected to similar levels of club-based performance monitoring. The link however, between the two has yet to be made within the sport management/sociology literature; this study seeks to address this gap. Sports management/sociology research has found that elite athlete concerns over performance monitoring include the lack of context and ownership attached to their tracking data (Baerg 2017; Hutchins 2016). Considering the scarcity of prior research and the organisational pressures like power imbalances and precarity that footballers encounter at their clubs (Kerr & Barker-Ruchti 2015), understanding women footballers' experiences of club-produced performance monitoring is critical.

This research will generate new insights into how elite women Australian Rules footballers' experience club produced and circulated digitised performance metrics. This line of inquiry will seek to address questions like: is the purpose of club-based performance monitoring clear to the players and how do they understand and interpret the tracking? For example, do the players find performance monitoring at their clubs, to be authoritarian and invasive – are they ambivalent to it – or is it motivating and embraced?

Theoretically a more than human research agenda of vital materialism was applied to the study which seeks to understand the relational connections between the footballers and their digital self-tracking. Supporting this theoretical approach was an interpretive qualitative methodology of digital ethnography (Pink 2014; Pink et al. 2016). The women footballers involved in the study completed a three-tiered data generation approach of interviews; qualitative reflective surveys (Braun et al. 2020); and video re-enactments (Leder Mackley & Pink 2013). Interviews were also conducted with club high performance managers and strength and conditioning coaches to offer an organisational perspective to performance monitoring. Preliminary data demonstrates that while the footballers see value in having their athletic performance monitored by their clubs, the purpose and reasoning of collective data sharing is unclear and a driver of stress and anxiety. This research presents opportunities for sporting managers – through a framework of practice – to ensure that performance monitoring is equitably applied, which can benefit all stakeholders involved.

Using Research Translation to Influence Systemic Body Image and Disordered Eating Change in Sporting Environments

Georgie Buckley (Swinburne University of Technology) and Zali Yager (Victoria University)

Keywords: Culture change, body image, sporting environments, disordered eating, research translation

Physical activity and sport can improve body image, and yet eating disorders and other body image-related conditions are much higher in current and former athletes than in other populations (Buckley, 2021; Sundgot-Borgen & Torstveit, 2004). Many cultures in sport promote body controlling behaviours, disordered eating, exclusion based on physical appearance and body image-related sports dropouts (Buckley, 2021). Our research sought to understand how disordered eating and body image concerns present themselves in athletic population groups. We further aimed to use this information to not just create awareness but to translate the research in a meaningful way amongst major sporting organisations in Australia and through individual coaches and athletes.

A convergent mixed methodology design was used, where qualitative thematic analysis interviews with high-risk eating disorder athletes (n=13) (lightweight rowers, distance runners) influenced the scale development and validation (n=1039) of a new disordered eating and body image tool for athletic populations – The Athletic Disordered Eating (ADE) Scale. Item Response Theory and Classic Test Theory were used in the preliminary development and validation of this scale was intentionally assessed with participants from n=69 different countries, such that the scale could be as globally generalisable initially, influencing broad research translation outcomes. Further to the scale development, novel research translation approaches were developed to specifically target cultural change amongst sporting environments culminating in the development and launch of the Body Confident Sport Guidelines.

This presentation will explore the vast applications this research has across sporting governance and people of influence in sporting environments. Specific strategies will be covered that describe how sporting organisations, coaches, sports media and sports supporters can be agents of change in the disordered eating and body image space. Attendees will be given a list of resources that give them agency to create change in their own sporting environment.

This scale in combination with the Guidelines has organisational and clinical application uses and seeks to transform sporting cultures relating to disordered eating and body image concern. This research highlights novel scale development methodology and demonstrates how important research translation is to complete the process for meaningful research and impact, using sporting environments as an agent of change.

The environmental impact of professional football assessed through Life Cycle Assessment (LCA)
Tiberio Daddi (Sant'Anna School of Advanced Studies), Luca Marrucci (Scuola Superiore Sant'Anna),
Niccolo' Maria Todaro (Scuola Superiore Sant'Anna) and Fabio Iraldo (Scuola Superiore Sant'Anna)

Keywords: life cycle assessment; environmental impact; sport sustainability; football;

While football world is very active in some aspects of social responsibility (such as racism, social equity, and accessibility), with regard to environmental sustainability, we can observe that football key actors (i.e., football clubs, stadium owners, National Football Associations) often do not have adopted or implemented advanced environmental performance assessment initiatives (Daddi et al., 2021).

Despite this “laggard” position in this regard, in the last years we can observe a new wave of interest by sport and football organisations on environmental sustainability (Todaro et al., 2022). For instance, UEFA recently announced its support for the European Climate Pact, pledging to use football's global reach to raise awareness of the climate emergency and inspire more people to take action to save the planet. UEFA has also unveiled its sustainability strategy focusing on human rights and the environment and announced the launch of its innovative Football Sustainability Strategy 2030 – ‘Strength through Unity’, a long-term commitment by UEFA where topics such as circular economy and sustainable infrastructure are targeted for the future football matches.

Taking into account this issue a key question can be raised: why professional football is in delay in the adoption of environmental practices if compared with other industries? Is perhaps because the environmental impact of a football match is not relevant? Or on the contrary a football match has a relevant environmental impact and thus strong actions to reduce this impact are needed?

To address these questions we have used the most advanced method to assess the environmental impacts of a product/service/process: the Life Cycle Assessment (LCA). The present abstract discusses the result of an LCA carried out on a football match played by Real Betis Balompié, a professional football team of the Spanish Liga. We, together with the environmental manager of the club, have carried out an extensive collection of environmental data referred to the football season 2018/2019 (to avoid covid impacts on the LCA results).

The assessment of the environmental impacts has taken into account direct environmental impacts (energy consumption, water consumption, produced waste, etc.) as well as indirect impacts (mobility of fans, mobility of staff and talent scouts, food and beverages used, merchandising sold, sport suits and equipments, turf maintenance chemicals, etc.).

The results, elaborated by using ISO14040 requirements, show relevant impacts derived from 1 match used as functional unit such as: 75,159 of kg CO₂ eq for the climate change impact category, 66,340 m³ depriv. as water footprint, 1,239,209.35 MJ for the resource use and energy carriers category.

Considering the overall environmental footprint derived by the LCA study, the main contributors are 3 sources: mobility, energy consumption and food and beverages. The results of the research provide relevant implications for sport practitioners and policy-makers, as well as useful directions for future research in the field of sport and environmental sustainability.

Advancing the New Sport Leadership Generative Partnership Model

Zack J. Damon (Texas Tech University), Sarah Leberman (Massey University), Janelle E. Wells (University of South Florida), Jon Welty Peachey (University of Illinois), Jim Weese (Western University), Laura Burton (University of Connecticut) and Lesley Ferkins (Auckland University of Technology)

Keywords: leadership, followership, leadership model, self-assessment tool

Recent research and conversations around sport leadership have pointed towards the need for a more holistic model of sport leadership to better investigate the relationship between teaching, research, and practice of leadership in the field (Damon et al., in-press). The Sport Leadership Generative Partnership Model (GPM) has been proposed by Damon et al. (in press), as such a holistic model. The Sport Leadership GPM highlights how both leadership and followership are required to connect practice, teaching, and research, and can be adapted to suit different socio-cultural contexts. The Sport Leadership GPM evolved from Hibbert et al.'s (2014) relationally reflexive framework along with examining current leadership models and frameworks through a holistic approach (Ladkin 2010; Raelin, 2016) as well as the current state of, and gaps in, sport leadership research (Billsberry et al., 2018; Burton et al., 2017; Shilbury et al., 2020; Welty Peachey et al., 2015). While the formation of the Sport Leadership GPM was a valuable first step, a model without further refinement or feedback will not achieve its full potential value within the sport sector.

To this end, the current presentation aims to present an overview of the Sport Leadership GPM before then engaging with the audience for feedback on the model. We aim to split the 20-minute session into approximately two 10-minute portions. The first 10 minutes (approximately) will be used to present the Sport Leadership GPM, with the second 10-minutes then spent soliciting feedback from the audience and engaging in discussion. The feedback will be focused on further development of the model as well as eliciting ways to better connect as a field of study to implement the model. To help foster audience engagement and direction, the self-assessment tool that accompanies the model may also be presented if time permits. Feedback will be noted and utilized by the authors to further refine and advance the Sport Leadership GPM.

The presentation will aim to enact connectedness as outlined by Hibbert et al. (2014) in a reflexive approach to sport leadership among the presentation audience members as well as with the authors. The Sport Leadership GPM, through its holistic approach with socio-cultural contexts as a background, provides a foundation to engage with other scholars across the sport sector to generate diverse thoughts and experiences related to sport leadership. Attendees will gain deeper reflexive insights into their own thoughts and actions related to leadership while also garnering resources for their continued development and action related to sport leadership.

Examining Communication Between Sport Administrators and Allied Health Workers in Sport Organizations

Zack J. Damon (Texas Tech University), Maggie Aldousany (University of Miami) and Taylor Wilmoth (University of Miami)

Keywords: intraorganizational communication, sport administrators, athletic trainers, intercollegiate sport

Recently there has been an increase in the pressures facing both sport administrators and allied health workers in sport organizations (e.g., athletic trainers, sport medicine personnel) amid the COVID-19 pandemic and rise in turnover across sport organizations (Weight et al., 2021). The phenomenon has particularly been evident as US based intercollegiate athletic departments and teams navigate labor issues stemming from long-lingering work-life integration issues and the ongoing pressures of working through a pandemic (Weight et al., 2021). Across intercollegiate athletic departments, much of the focus has been on turnover, burnout, and work-life integration among athletic trainers, coaches, and athletic personnel (Graham & Smith, 2021; Weight et al., 2021). Additionally, allied health workers within intercollegiate athletic departments can operate under one of two reporting models; directly reporting to the athletic department sport administrator or under a medical structure and reporting to a sport medicine administrator. In their review, Graham and Smith (2021) specifically pointed to positive organizational behaviors as a way to a healthier balance across work and life for administrators and allied health workers. We believe that one of the positive organizational behaviors in need of further investigation centers on the communication and nature of interactions between allied health professionals and their administrators in either reporting model. Therefore, the purpose of the current study is to explore the perception and nature of interactions between allied health professionals and their sport administrators in the intercollegiate athletic context.

We used the above-mentioned literature to form our framework of work-life integration for sport or medical administrators and allied health workers (Graham & Smith, 2021; Weight et al., 2021), as well as the main research stream of work-life expectations and experiences of intercollegiate coaches and employees (Graham & Dixon, 2017). Additionally, we seek to focus on communication and interaction perceptions of both sport administrators and allied health workers, relating to the organizational climate literature (Pike et al., 2020). To carry out the current study, we have constructed an IRB approved Qualtrics survey. The survey link and recruitment letter will be emailed to listservs of sport administrators and allied health workers with data to be collected in late US summer 2022 and early fall 2022. The surveys will ask for basic demographic information before asking for perceptions of communication and work-life integration between the administrators and health workers under both reporting models on a Likert-type scale.

Planned analyses include analysis of variance (ANOVA) and t-tests for appropriate between group comparisons to compare the medical reporting model and the athletic department reporting model. Linear regression analysis will also be employed, pending final data collection and sample size to power the analysis. We anticipate the results to show differing perceptions in the quality and frequency of communication between sport administrators and allied health workers in the two different settings. Additionally, we anticipate the results to show allied health workers and sport administrators alike with a need for improvement in their nature of communication.

Reviewing and conceptualising knowledge management in community sport clubs

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

Keywords: Knowledge management, Community sport clubs, literature review, knowledge sharing
Sports organisations, like other businesses, “need to successfully capture, share, manage and harness their corporate knowledge to reduce uncertainty of outcomes and to coordinate and facilitate strategy and policy implementation” (Halbwirth & Toohey, 2001, p. 91). Knowledge is a process of applying expertise, and knowledge management (KM) refers to knowledge flow and the process of creation, sharing, and applying knowledge (Alavi & Leidner, 2001). KM is particularly important in community sport clubs (CSCs) that are characterized by growing competition for contracts with the public and for-profit sport sector, declining volunteer support, and a generally tighter government funding environment (Delshab et al., 2022).

The aim of the present study is to provide a conceptual review of KM literature in the field of sport management with an eye toward identifying the important areas for future research in CSCs. Subsequently, we will synthesize and develop frameworks of KM in CSCs, conceptualising critical elements within multiple KM dimensions. Girginov et al. (2015) stated that a lack of insight into the underlying concepts might be the source of KM gaps in the sport management field. “Such gaps can be bridged by background reviews of knowledge management systems like the one by Alavi and Leidner (2001) which established the fundamental concepts in the field” (p. 516). Conceptualising key elements of KM processes namely, knowledge creation, knowledge acquisition, knowledge storage, knowledge sharing, and knowledge application in CSCs can contribute to organisation theorists and researchers as “they have given minimal attention to grassroots membership associations, and theory development is needed” (Doherty, Misener, & Cuskelly, 2014, p. 3).

While recent studies have outlined the way KM processes are implemented in sport events, and the significance of internal and external knowledge to facilitate effective KM processes (Parent et al., 2014; Schenk et al., 2015), there is little understanding of the antecedents and consequences of KM process in CSCs. From a practical perspective, sport managers must be conscious that volunteers or staff in sport organisations might not be inclined to share knowledge (Delshab et al., 2019; O’Reilly & Knight, 2007). Given the ambitious mandates and limited resources of non-profit sport organisations, “workplace tools and structures that efficiently facilitate the sharing and creation of knowledge to support individual, team and organisational learning are important to the survival and growth of these organisations” (O’Reilly & Knight, 2007, p. 266).

The significance of the proposed framework stems from (1) providing a review and a definition of KM in CSCs, and (2) identification of the salient KM dimensions in CSCs. Thus, this study will provide a theoretical understanding of KM in sport management and will offer a structural framework for managers and policymakers to efficient use of knowledge resources in their CSCs.

Shifting to a Safer Sport Culture: An Athlete-Centred Perspective

Alison Doherty (Western University), Shannon Kerwin (Brock University) and Eric MacIntosh (University of Ottawa)

Keywords: unsafe sport, high performance sport, culture change

Stories and cases of high performance amateur athlete maltreatment and abuse continue to fill headlines, and consume the attention of sport leaders (e.g., Canadian Olympic Committee, 2022; CBC Radio, 2022; Mark, 2021). There are calls for a culture shift in high performance sport to an environment where athletes feel safe from the risk of emotional, social and physical harm. Culture refers to the values, beliefs and assumptions (Schein, 2017) that represent “how things are done around here” (MacIntosh & Doherty, 2005), according to what is accepted, reinforced and even rewarded (Taormina, 2009). However, culture can be shifted or changed, as those involved come to accept, reinforce and reward different ways of doing things (e.g., Dolan & Garcia, 2002). Athletes are key stakeholders in the high performance amateur sport system (MacIntosh & Parent, 2017) and so it is critical to understand, and incorporate, their perspectives on unsafe sport and a shift to a safer sport culture. As part of a larger project investigating safe sport culture in high performance sport, we explored athletes’ perceptions of what mechanisms their sport organizations use to promote a safe sport culture, and what mechanisms they feel should be incorporated in their organization and in the sport system as a whole.

Adopting a trauma-informed approach (Newman, Risch, & Kassam-Adams, 2006), we conducted one-on-one semi-structured virtual (Zoom) interviews with 28 high performance athletes. Purposeful sampling was undertaken through social media until data saturation was achieved (Creswell & Poth, 2018). Interviews were transcribed verbatim and returned to each athlete for confirmation. We engaged in open and inductive coding independently and then collectively as a team, classifying athletes’ perspectives of the existing and required mechanisms for a safer sport culture.

The athletes identified three general mechanisms that their organizations have implemented to address un/safe sport, including: (1) communication to athletes about safe sport practices, (2) sport-specific and/or system-level reporting, and (3) safe sport policy. These mechanisms are organization-/system-driven and tend to involve one-way interaction. In contrast, athletes identified a broader range of mechanisms they believe their organization should implement for an effective shift to a safer sport culture in the high performance environment, including: (1) providing the foundation for a sense of community among all sport stakeholders (e.g., athlete-centred sport, respect), (2) greater accountability for policy and non-compliance, (3) support for an independent reporting system, (4) coach training in self-awareness and empathy, and (5) interactive safe sport education for all stakeholders.

The findings contribute new and critical athlete perspectives about what can be done to rectify what is an unsafe environment of high performance sport. Their insights to mechanisms that may help shift to a safer sport culture can be compared with what they perceive to be in existence to this point. The contrast is quite dramatic, giving prominence to the suggested mechanisms that may begin to be accepted, reinforced and rewarded as part of meaningful culture change.

Conceptualizing youth sport concussion management: Towards a multi-level understanding of reporting and removal from play

Alison Doherty (Western University), Annette Greenhow (Bond University), Jeff Caron (Université de Montréal), Brendan Riggan (Western University), Brandy Tannenbaum (Sunnybrook Health Sciences Centre), Parissa Safai (York University), Swarali Patil (Western University), Lisa Fischer (Western University), Shannon Sibbald, Johnny Misley, Stephanie Cowle, Mercedes Watson, Debra Gassewitz, Marcia Morris

Keywords: concussion management, youth sport, socioecological perspective, interdisciplinary
Despite continuing attention to education, awareness campaigns, and guidelines around the management of concussion in youth sport, there continues to be underreporting and low likelihood of removal from play when concussion is suspected (e.g., Bretzin et al., 2022; Cusimano et al., 2017; Salmon et al., 2021). To better understand this phenomenon and to inform effective policy and practice for safe youth sport, there have been calls for the consideration of multi-level factors that influence that behaviour (Clacy et al., 2017; Register-Mihalik et al., 2017). The purpose of this paper is to address that call by conceptualizing the multi-level influences to the reporting of suspected concussion in youth sport and subsequent removal from play.

Our efforts are framed by a socioecological perspective (Bronfenbrenner, 1979; Stokols, 1992) and an interdisciplinary research (IDR) approach (Doherty, 2012; Repko, 2012). Addressing this complex – even ‘messy’ or ‘wicked’ (Brown et al., 2010) – problem is well served by IDR: Our diverse research team of scholars and practitioners brings a variety of perspectives to the process of “relating, integrating, and relocating” thinking around the conceptualization of concussion reporting and removal from play (Doherty, 2012, p. 1). The socioecological perspective facilitates consideration of the complex, multi-layered nature of influences to individual behaviour, including potentially situating that behaviour in more distal influences such as societal values (Stokols, 1992).

The process of conceptualizing influences to reporting/removal behaviour involved three key interdisciplinary discussion points for the research team at the outset. We needed to: (1) define the parameters of youth sport for our project, (2) determine key parties that may be involved in reporting/removal from play in youth sport, and (3) outline the characteristics of the relevant socioecological levels of influence to that behaviour. Through our discussions, we began with delimiting the focus of our conceptualization to club sport, given the potential to inform policy and practice in the sport system. Second, we determined that parties having a potential role in reporting suspected concussion and/or removing an athlete from play include athletes themselves, fellow athletes, coaches, parents, club leaders, and on-field officials. Third, by relating and integrating our diverse perspectives we arrived at an outline of multi-level potential influences to concussion reporting/removal from play that includes the individual parties themselves (intrapersonal level), their interpersonal connections in the youth sport context, club culture and policies (organizational level), higher level concussion policy/guidelines and sport rules (regulatory level), and societal level sport-related values. The interdisciplinary discussion prompted team members to relocate their thinking about relevant parties and influences.

The complexity of concussion management in youth sport is further highlighted with the determination that a conceptual model of influences to reporting/removal behaviour is indicated for each party to that behaviour – athletes themselves, fellow athletes, coaches, and so on. Nonetheless, the models are inherently connected as one party (e.g., parent) may be an influence to another party's behaviour (e.g., athlete), while also being influenced themselves with regard to reporting/removal. This multi-model and multi-level conceptualization supports a more holistic understanding that prompts collective action for the management of safe youth sport.

The IDR approach, conceptualization process, and resultant multiple, connected models of concussion reporting/removal from play in youth sport, along with future research will be shared.

Advancing knowledge in relation to the innovation of sport participation: A grounded theory approach

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Keywords: Sport development, innovation, participation

Innovation is vital to the sustainability of sport, from a sport management perspective. This is relevant to community, professional and high performance sport (Ratten, 2010, 2016). To date, research has examined innovation in professional sport (Ferreira et al., 2020; Hoeber & Hoeber, 2012; Ratten, 2010, 2016), and high-performance sport (Berg et al., 2018; Jurbala & Stevens, 2020; Ringuet-Riot et al., 2013; Vint, 2019); however, a lack of knowledge exists in relation to innovation in participation focused sport settings, particularly in efforts to attract and retain sport participants (Sotiriadou et al., 2014; Winand et al., 2013). Innovation in professional and high-performance sport settings, have received the majority of research attention. Such settings typically employ workforces and have relatively clear purposes and structures, primarily striving to achieve commercial and sport performance outcomes (Ratten, 2010, 2016). By contrast, participation focused sport settings are typically under resourced and supported by less advanced organisational and governance structures, with organisations relying on a largely volunteer workforce, and striving to achieve competing objectives in relation to participation and athlete pathways (Edwards & Leadbetter, 2016; Wicker & Breuer, 2013; Winand & Hoeber, 2017). Such environmental conditions have the potential to impact innovation in participation focused sport settings (Misener & Doherty, 2009; Misener et al., 2021; Rich & Misener, 2017). Therefore, a need exists to examine how innovation is understood and managed in pursuit of achieving sport participation objectives.

The aim of this research is to explore the management of innovation in sport participation settings, with a focus on attraction and retention of participants. Specifically, the research will propose a definition of innovation in participation focused sport development and conceptualise a managerial process that underpins that definition. In this process, factors that enable or constrain innovation in attracting and retaining participants will be examined. This will culminate in a set of insights highlighting how innovation is operationalised in the management of sport development, and the factors that influence, enable, and constrain it in participation focused settings. Due to the lack of a prior knowledge and empirical research specific to the research topic, a constructivist grounded theory methodology will be employed (Chamaz, 1990, 2014). This means the development of theory will be driven by participant insights. Sport participation managers from at least 10 Victorian sport organisations will be interviewed to capture insights into their experiences and understanding of innovation in sport development, within their organisation and the sector more broadly. Interviews will also be conducted with at least two managers from relevant Victorian funding bodies, who drive innovation in sport development through grant programs designed to stimulate innovation in community sport. These two perspectives will provide insights into consistencies or disconnections between funding bodies who resource innovation in sport participation settings, and the sport organisations, who design strategies to deliver innovation in sport participation.

The research will contribute to theory and practice by conceptualising and operationalising a definition of innovation in the management of sport participation focused sport development and provide knowledge and guidance to managers in pursuit of innovative sport participation strategies. This research is ongoing, and the presentation will focus on relevant literature and preliminary insights gained through the early stages of the research.

Nation Branding and Public Diplomacy, and the Survival-Oriented Era of the Olympic Movement Yoav Dubinsky (University of Oregon)

Keywords: Nation Branding; Public Diplomacy; Olympic Games; Tokyo 2020; Country Image

This presentation is an extension of my published analysis of the roles of country image, nation branding and public diplomacy in the evolution of the Modern Olympic Movement (Dubinsky 2019) and of their roles on the postponed Tokyo 2020 Olympic Games (Dubinsky, 2022). In the first article, I identify, analyze and discuss five distinctive-yet-overlapping periods: (a) Revival of the Olympic Games (1896-World War I), (b) Recognizing the potential of the Games and the creation of modern Olympic traditions (between the Wars), (c) The political era (World War II-1984), (d) The commercialized era (1984-2000), and (e) The legacy-oriented era (2000-2020). Even before the coronavirus outbreak, the article identifies challenges the Olympic Games are facing, questioning if the Movement is entering a new era. In the second article, based on my research in Japan during the Tokyo 2020 Olympic Games, I identify changing trends in the Olympic Movement, suggesting it is entering a new survival-oriented era.

Countries, cities, and communities have been trying to capitalize on the exposure and popularity of the Olympic Games to improve their images and achieve social, political and economic goals (Murray, 2019). Country-image and nation branding research are studied through multi-disciplinary fields and theories (Buhmann & Ingenhoff 2015; Fan, 2010), including soft power and public diplomacy from political science and international relations (Cull, 2010; Nye 2004), place branding (Anholt 2010; Dinnie, 2003) and product-country image or country-of-origin (Laroche et al, 2001; Nebenzhal, Jaffe, & Lampert, 1997) from business management and marketing, social identity and imagined communities from sociology (Anderson, 1983) and agenda setting and framing from communication studies (McCombs & Shaw 1972). The COVID-19 pandemic led to the postponement of the 2020 Tokyo Olympic Games due to the coronavirus pandemic and a domino-effects of cancelling and postponing sports events worldwide, which along with a global recession, waves of athletes' activism and social resistance, changing how countries, cities, communities, and people, use sports for nation branding and public diplomacy purposes.

Based on analysis through nation branding and country image lenses, this presentation argues that the Olympic Movement enters the survival-oriented era in which global challenges and growing backlash require changes in traditional bidding and organizing Olympic Games. The new argument is based on (a) the analysis of the legacy-oriented era about future challenges of the Olympic Movement and the implementations of Agenda 2020 and Agenda 2020+5, (b) known and projected implications of COVID-19 on the world of sports as seen through Tokyo 2020 and Beijing 2022, and (c) structural changes in the Olympic Movement amid social, political, and economic backlash from governments, publics, athletes, and other stakeholders. This presentation is significant through its timeliness and its applicable practical and contribution to literature on nation branding and the Olympic Movement. Furthermore, lessons from the presentation apply especially to scholars and practitioners focusing on trying to build a sustainable social and physical legacy when hosting mega-events, as the next Olympic Games are headed to Paris, Milano-Cortina, Los Angeles, and Brisbane – major cities in democratic countries with strong civic societies.

Leading Change: Towards Gender Equity in Australian Sport

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

Keywords: Leaders, Social Change, Gender Equity, Australia, Sport

This presentation will outline preliminary findings from a study investigating Australian Sport organisation leaders perceptions of gender equity change, their role in change, and outcomes of change. Gender norms permeate and influence sport in a variety of ways that include, exclude, or marginalise individuals based on their gender (Friedman & Van Ingen, 2011). Although gender norms are often perceived as fixed, they do undergo slow, incremental change within societies over time. For example, Australia has witnessed changes to reshape gender relations over the past decade (Pavlidis & Connor, 2015). In sport this has led to the rapid adoption and an increased effort to become more inclusive generally. This includes more equitable representation in participation, coaching and sport administration particularly within male-dominated sports (Australian Sports Commission, 2018). Such change highlights weakening of the traditional gender beliefs and assumptions; however, some sports prolong change or are simply unsuccessful.

Alongside professionalisation and commercialisation of the sport industry, understanding how organisations manage and navigate complex social change is of a continuing importance. A growing body of academic work positions institutional theory, specifically institutional work, as a theory to explore how individuals can influence and are influenced by existing sport institutions (Nite & Edwards, 2021). By analysing the types of 'work' leaders undertake to influence gender equity within their sports, we can develop a more nuanced understanding of how individuals create new, maintain old, or disrupt existing gender norms within the institution (Lawrence et al, 2009).

While existing research recognises that institutions change over time (Robertson et al., 2022), little is known about how leaders within institutions (i.e., institutional leadership) may influence institutional arrangements (Nite & Washington, 2017). Likewise, little is known about the leader's role in challenging or maintaining existing gender norms in sport. As such, the aim of this research is to examine leaders' work surrounding gender equity, and the role of leaders towards the outcome of change. This has led to the main research question, "How do different types of institutional work performed by leaders, influence gender equity in sport organisations?".

A qualitative methodology has been utilised to investigate the research question, with a particular focus on the type of work leaders undertake as part of the change process. Semi-structured interviews have contributed to the collection of data alongside documents provided by participating sport organisations. Preliminary data will demonstrate that the leaders of sport organisations can play an active role in gender equity change and their outlook of these types of changes can influence change outcomes. The research findings have important implications for sport and gender equity as whole, highlighting how leaders can actively be involved within the process of gender equity change in Australian Sport Organisations.

Implementation of elite parasport policies: How administrative legacies from mega-events shape processes of policy implementation in parasport NGBs
Carlos Eugenio Zardini Filho (Griffith University)

Keywords: Policy implementation; sport management; administrative legacies; Paralympic Games; elite parasports.

After the Second World War, countries around the world have intensively invested in elite sports (Theodoraki, 1999). These investments have resulted in an ongoing process of development of national elite sports public policies. Sports organisations implementing these policies operate in environments in which internal processes are influenced by several external factors (Harris & Houlihan, 2016). Scholars claim that central to the understanding of a policy implementation process is a comprehensive and theoretical examination of the numerous factors that can impede or enhance the implementation of this policy (Weatherson et al., 2017). For instance, hosting sports mega-events may influence the management of sports organisations (Malfas et al., 2004), potentially affecting how they implement elite sports policies. In the last decades, countries interested in hosting the Olympic and Paralympic Games are increasingly paying more attention to a wide range of potential legacies that can arise from mega-events. Nevertheless, the current literature lacks investigations on whether and how legacies related to the management of internal processes of sports organisations are produced by mega-events (Chappelet, 2012; Gratton & Preuss, 2008; Misener et al., 2013; Preuss, 2007, 2019; Thomson et al., 2019; Thomson et al., 2020; Veal et al., 2012).

This research explored how administrative legacies of the Rio 2016 Paralympic Games shaped the implementation of elite parasport policies in Brazil. From the perspectives of managers, this study aimed to answer whether and how administrative legacies have shaped the administrative processes and procedures of parasport NGBs. In order to address this question, this predominantly exploratory and qualitative research featured five parasport NGBs, which were selected following specific criteria to ensure diversity of organizational settings. NGBs' policies and implementation practices were examined, which was followed by semi-structured interviews with 26 NGB managers. This study analysed policies and implementation practices related to the five years cycle of the Tokyo Paralympic Games. This study was structured in two major phases. First, managers were interviewed to identify the administrative legacies from the Rio 2016 Paralympic Games. Second, the way these legacies have impacted the shape of administrative processes and procedures were explored.

Managers reported that, directly and indirectly, the Paralympic Games in Rio have affected the shape of policy implementation processes in terms of workflows, deadlines, risk management, actors involved, and formalisation. However, the extent to which the administrative legacies impacted parasport NGBs varied across sports. Overall, the research findings provide evidence that legacies positively and negatively have impacted NGBs, by increasing the professional practices of the NGBs, as well as increasing internal bureaucracy. Demonstrating the complexities of policy implementation, the research findings can support policymakers to better understand the administrative processes and procedures associated with elite parasport policies and assist the Olympic and Paralympic Movements in understanding the potential administrative impacts of mega-events on host sports systems.

Experiences of participants in a virtual fun run during COVID-19

Kevin Filo (Griffith University), Matthew Wade (La Trobe University), Nicholas Hookway (University of Tasmania) and Catherine Palmer

Keywords: Virtual events, peer-to-peer fundraising, charity sport events

In recent years, charities have been required to bolster digital competencies and increase online engagement with constituents (Amidei et al., 2021). This has included expanding fundraising events, such as charity sport events, to include virtual and hybrid offerings (Tsagakis & Papatriantafyllou, 2020). The development of virtual charity sport events became particularly important in the midst of COVID-19 when a vast array of events were cancelled or postponed indefinitely. Delivery of a virtual charity sport event allowed charities to work towards the outcomes provided by a traditional charity sport event (i.e., fundraising, brand building, advocacy, community uplift) during a time of unprecedented challenges (Wade et al., 2021).

Virtual charity sport events are a setting worthy of academic investigation as they have become more common during a specific time of lost social interaction, whilst occurring amidst broader concerns about reduced charitable giving and generosity in communities (McGregor-Lowndes et al., 2017) and alongside the increased prevalence of informal sport participation (Jeanes et al., 2019). Based upon the distinct characteristics of the virtual event context, these broader societal trends, and the specific complications COVID-19 presented to the charitable sector, the current research advances the following research question: What was the experience of individuals completing a virtual charity sport event during strained and uncertain times?

Qualitative data were collected via semi-structured interviews with participants in the 2020 Cancer Council Tasmania Women's 5K. The 2020 event was delivered exclusively as a virtual offering as registered participants were encouraged to create their own 5km course across a single weekend. Four themes emerged from the interview data: active citizenship, intimacy and comfort, co-production, and fundraising and advocacy during difficult times.

Active citizenship encompassed a combination of commitment to the cause and a desire for the social connection afforded by the event. Intimacy and comfort reflected participant pleasure and enjoyment derived from their ability to personalise the event. As one interviewee described: "I liked the fact that I could choose the route, which meant I kept as many hills out as possible." Co-production positioned participants as active creators of the event experience. This autonomy and creation is illustrated by the following: "You didn't need others to make it happen. You know, you could do it yourself and you weren't waiting on a particular time or occasion." Finally, fundraising and advocating during difficult times reflected challenges experienced soliciting donations during the pandemic whilst positioning participation as a form of advocacy.

The four themes share similarities with factors uncovered in the traditional charity sport event experience (i.e., support for the cause, reluctance to fundraise) (Won et al., 2010; Woolf et al., 2013) alongside aspects distinguished by the virtual environment (i.e., co-production and personalisation). These distinct factors position virtual events as opportunities for charity sport managers to design offerings that empower consumers to co-create the event experience (Wańkowska et al., 2022).

Career adaptability and transition in elite sport: a systematic review

David Fleischman (University of the Sunshine Coast), Peter English (University of the Sunshine Coast), Kate Kirby (University of the Sunshine Coast), Rory Mulcahy (University of the Sunshine Coast), Tania Stevenson (University of the Sunshine Coast) and Lenny Vance (University of the Sunshine Coast)

Keywords: elite athletes, career transition, career adaptability, life beyond sport, elite athlete support

The notion of supporting elite athletes as a whole person is starting to form the foundation of various sports organisations (Stambulova et al., 2021). In relation to taking a more holistic approach to supporting elite athletes, a growing body of research, particularly over the last decade, has emerged that focuses on elite athlete career adaptability and transitions (Moreno et al., 2021). Hence, the purpose of this research was to explore how elite athlete career adaptability and transition research has evolved within the literature via a systematic review. A systematic review is a fitting approach as it clarifies key research trends from a growing body of work, which helps to draw alignment between academic research, and informs effective design and development of elite athlete career adaptability and transition strategies in sports organisations.

This research project followed the PRISMA approach. The search strategy focused on keywords relating to athlete careers and covered the relevant literature from 1990 to the start 2022. Career was explored across dual career, career planning, career development, career transition, and career adaptability. The terms sport and athlete were explored across elite and high-performance combinations. Searches in relevant online databases resulted in 2,187 sources. After screening the papers for suitability for the review 92 articles were retained for analysis.

Five key themes emerged. First, there is steady growth in research as more holistic perspectives of elite athlete careers become more prominent. Second, research has evolved from a sports career focus to a post-sports career focus. Third, research has become both convergent and contextual, focusing on global best practices and specific fit-for-purpose sports contexts. Fourth, research is skewed towards the sports and study dynamic, with limited research associated with a sport and vocation transition dynamic. Fifth, conceptualising elite athlete career transition has shifted from a single time point to being longitudinal (e.g., pre, during, post sports career) in nature.

From the systematic review findings, several implications are worth noting. While this is a rapidly expanding area of research, empirical work is underdeveloped, and opportunities abound. For example, extending research that examines the longitudinal effectiveness of elite athlete career adaptability and transition would be apt. Recent work in Transformative Sports Service Research TSSR (e.g., Inuoe et al., 2020; Fleischman et al., 2021) has gained momentum and offers a novel lens for examining how elite athlete career adaptability and transition support may impact well-being pre, during and post elite sports careers. More acute investigations of the dynamic of non-athletic factors, as demonstrated in recent work (e.g., Monteiro et al., 2021; Brown et al., 2018), offer another path for future research aligning well with the normative, non-normative, quasi-normative and non-athlete career that characterise elite athlete career transitions (Stambulova et al., 2021).

“I ponder the reasons why or why not to race daily”: Women’s competitive road cycling in Victoria

Kirsty Forsdike (La Trobe University), Emma Seal (RMIT University), Kate O’Halloran (ABC Sport)

Keywords: Women, cycling, socio-ecological, interviews, feminist

There has been increasing interest in supporting women’s physical activity in Australia (Hanlon et al. 2016). Campaigns, such as “This Girl Can” run by VicHealth, seek to encourage women to be active, in whichever form they choose (VicHealth 2018). Sport can be a space that empowers women, a means through which to garner social support through social relationships, as well as overcome adversity (Berlin and Klenosky 2014; Forsdike et al., 2022; Merelas-Inglesias & Sanchez-Bello’s, 2019).

However, sport is not an unproblematic space for women who can often experience trivialisation and discrimination, as well as abuse, that sports organisations find challenging to respond to (Forsdike et al., 2022; Forsdike & Fullagar, 2021).

Cycling can be undertaken in multiple ways, from using a bicycle to commute, as a form of leisure activity, to competitive racing (LaChause 2006). Research on women and cycling focuses on cycling as a leisure (social) or commuting activity, rather than as a competitive sport (Fullagar & Pavlidis 2012; Grudgings et al. 2018; Heesch et al. 2012) and suggests that women are not interested in competitive forms of the sport (LaChause 2006; Rowe et al. 2016). However, these studies often focus on beginner or inexperienced cyclists. Yet, 36.8% of all adults cycling are women (Australian Sports Commission 2018). Furthermore, in 2014, 64% of women members of Cycling Australia and its affiliates reported that they had joined to race, 70.5% had raced in the last 12 months and 52% wanted to be more confident to ride in a race (Cycling Australia 2014). As such, through in-depth interviews, we explored women’s experiences of competitive road racing and what challenges or facilitators they faced in participating.

We purposefully recruited current or recent adult women participants in non-professional, competitive road cycling and women champions of women’s participation working in roles focused on developing and supporting women’s competitive road cycling. Participants were recruited using social media, existing networks, and snowballing. We interviewed 22 women, nine of whom identified as champions of the sport.

We followed Braun & Clarke’s (2016; 2019) reflexive thematic analysis, using LaVoi’s socio-ecological model as a conceptual framework, to engage with power relations running through the socio-ecological levels of individual, relational, organisational and cultural. We drew upon feminist post-structuralism and new materialism to look across language (the how) and matter (the what).

We discuss cycling as gendered and a site of gendered power relations existing across socio-ecological levels. We reflect upon 1) cycling as a context for performing and normalising gendered behaviour including gendered able-ism and women’s burden as agents of change, 2) cycling designed by men for men including gendered structures, gendered/able-ist messaging, and negotiating gendered language 3) cycling assemblages as gendered matter and belonging in/with bodily and digital spaces, 4) the emotional and physical affects of the cycling assemblage.

We conclude with the need for cycling organisations to approach the development of competitive road cycling through a gendered and more-than-human lens across all of the socio-ecological levels.

Empirically testing sport brand positioning

Hunter Fajak (Deakin University) and David Shilbury (Deakin University)

Keywords: consumer behaviour, empirical generalisations, niching, marketing strategy, sport marketing

Although niching has been well explored across the marketing, strategy, and consumer behaviour literature, its application in the sport context to date has been atheoretical, resulting in pervasive inconsistencies within the sport marketing literature. Such inconsistency has derived from sport scholarship's descriptions of sports as either 'mainstream' or 'niche' based largely upon anecdotal or subjective assessments of their relative popularity (Greenhalgh et al., 2011). Yet, such categorization does not align to broader marketing scholarship which offers formal methods to assess a brand or firms' market positioning (Dowling & Uncles, 1997; Sharp, 2010).

To begin addressing this shortcoming, this study performs an empirical exploration of a sport setting to formerly assess sport brand positioning, by applying an established marketing framework. Specifically, the empirical generalizations framework and corresponding Dirichlet modelling allows for the quantitative assessment of consumer market structures (Baker et al., 2016; Doyle et al., 2013). The context of the study is Australian community sport participation, with data derived from government agency Sport Australia's longitudinal Ausplay dataset (Eime et al., 2020). Analysis for the purposes of this study was performed upon both adult (n= 45,831) and child (n= 10,677) population groups, for the period 2015 to 2019. The data period concludes with the suspension of typical sport participation before the onset of the Covid-19 pandemic in early 2020.

Preliminary analysis confirmed the Australian sport participation market meets the structural requirements necessary to perform Dirichlet modelling and validly derive meaning from its outputs (Ehrenberg et al., 2004). The modelling reveals that while most sports exhibit predictable patterns of consumer behaviour, meaning the Australian sport participation market is comprised primarily of 'typical' or 'mainstream' sports, there is evidence of outlier cases. The largest such outlier is Equestrian, whose observed base of participants (O= 1.6%) is smaller than theorized by modelling (T= 2.3%), devote a disproportionate proportion of their annual participation time (O= 128.55, T= 71.2) and are exceedingly solely loyal (O= 47.5%, T= 19.1%) to the sport. Such hallmarks are consistent to the proposed characteristics of a niche sport, which is perhaps unsurprising in the case of Equestrian given the sport's particular barriers to mass participation.

Perhaps the most interesting deviation is between Canoeing/Kayaking and Rowing, which despite obvious functional similarities as water-based paddle sports, are diametrically opposed in their market positioning. Canoeing can be described as a change of pace brand (Doyle et al., 2013), characterised by atypically high rates of population participation (O=2.7%) but a low frequency of usage (O=25.5). Conversely, Rowing appears a niche brand consumed deeply (O = 120.1) by a smaller cohort of participants (O= 0.8%). Hence where canoeing is participated far more widely but far more sparingly, perhaps in response to consumer's variety seeking desires, Rowing's participation base is narrower but more dedicated in their frequency.

Demographic Diversity as a Success Factor of National Football Teams - An Empirical Analysis

Christian Geyer (University of Hagen)

Keywords: Diversity, National Football Teams, Professional Soccer, Heterogeneity

The topic of “diversity” has become a buzzword over the last decade. More and more companies worldwide are running activities to establish a “diversity management” although much of empirical support on assessing particular practices is conflicting (Horwitz, 2005; Pelled, Eisenhardt, & Xin, 1999; Webber & Donahue, 2001). In theory it may sound easy to place diverse individuals together into work teams and await superior performance. Often, in reality, many irreconcilable divisions among heterogeneous individuals lead to dysfunctional team interaction and, thus, poor performance and decreased morale (Barry & Bateman, 1996; Liff, 1997; Mazur, 2010). By having a look into the sports sector, one could get the impression that there might exist some best practice cases to form diverse individuals into high-performing work teams. Since the 1960s, increasing numbers of football players from Eastern Europe, South America, Africa, and Asia have for instance been migrating to the top leagues in Western Europe (England, France, Germany, Italy, and Spain). This development has been massively fostered by the “Bosman ruling” of the European Court of Justice in December 1995 (Frick, 2009). But the empirical literature that addresses demographic diversity effects in different areas of sports presents inconsistent results as well as the following example shall show. Testing racial and age diversity of professional basketball and baseball teams for instance, Timmerman (2000) found evidence that both diversity dimensions decreased the teams’ winning percentage in basketball and were irrelevant in baseball. He explained the contradicting results by different levels of interaction and interdependence that moderate the effect of demographic diversity. A recently published literature review discussed the influence of diversity on performance in adult male soccer teams (Geyer; 2020). Contrasting results also emerge in the studies reviewed here. However, the literature review showed that national teams have rarely been the subject of research. Accordingly, the author attempts to investigate the effects of diversity in national teams and how these effects fit into the state of research. Since aspects like gender are irrelevant in the specific context of professional male association soccer, this paper defines diversity by covering aspects of demographic diversity such as diversity of age, race and ethnicity, functional diversity (e.g. player or coaching staff, offense or defense player position) and tenure. The squads of the World Cups 1966 - 2018 are analyzed and the data is obtained by the transfermarkt homepage. As the empirical investigation, a multinomial regression shows, even in the context of national teams no clear directions of effect of the influence of diversity seem to be discernible. Accordingly, certain moderators seem to have a weighty influence. The author analyzes them and finally conceptualizes these into a recommended course of action.

Bidding 'As One,' Developing Apart: Comparing Legacy Aspirations for the 2023 FIFA Women's Football World Cup

Andrew Grainger (Massey University) and : Ashleigh-Jane Thompson (La Trobe University)

Keywords: Women's Football; Sport Mega-Events; Event Legacy; FIFA Women's World Cup

In June 2020, the Federation Internationale de Football Association (FIFA) awarded the hosting rights for the 2023 Women's World Cup (WWC) to a joint bid from Australia and New Zealand. The trans-Tasman alliance is in keeping with a growing number of collaborative bids for large-scale sporting events in recent years, reflecting the increasing acceptance of rights holders of the need for more flexible frameworks for bidding for and hosting of such events. Superficially, the bid's success also suggests that pulling the two previously separate campaigns together ultimately provided a 'competitive advantage' over their single-host-format competitors (Byun et al., 2020). Despite its success, however, the Australia-New Zealand bid raises important questions about the possible challenges posed by multi-country, strategic collaborations in the event bidding and hosting contexts. An obvious example in this regard is the potential conflicts associated with the interpretation and governance of event legacies. With multiple stakeholder involvement, the design and delivery of event legacy are already complex and unpredictable processes (Byers et al., 2020); given joint bids incorporate more stakeholders, it seems likely that there is greater potential for disagreement and divergence in how legacy is envisioned and managed (Byun & Leopkey, 2021). Our aim was therefore to compare the legacy aspirations, current leverage planning, and economic investments of the two host nations as a means of engaging with wider academic debates around the politics and complexities of joint bids.

Whereas extant literature on the 'legacy process' has largely focused on legacy delivery and post-event outcomes, we focus on the politics of conceiving and articulating legacy during the bidding and pre-event stages of the 2023 FIFA WWC. Accordingly, we examined how the Australia-New Zealand bid conceived prospective legacies; how these legacies related to, or conflicted with, the shared "symbolic politics of unity" (Beissel & Kohe, 2020) expressed in the bid; and, finally, how the original 'As One'-branded "hosting vision and strategy" (FFA & NZF, 2019) has since diverged in material, discursive, and symbolic ways. To do so we used a critical discourse analysis framework, drawing on bid and legacy materials, press releases, policy documents, and media reports. Our analysis highlighted variations in the two host nations' event legacy priorities (and their underlying politics) and emerging differences across a range of areas including gender equity goals, infrastructure investment, the centrality of Indigenous culture, and regional development and soft power aspirations. This study makes an original contribution to discussions around the "multiple host format" (Ludvigsen, 2019) by examining how the practice of joint bidding is adopted and adapted within the unique context of a major international sporting event for women. It also adds to our understanding of the specific nature and dynamics of large-scale sport events in the Asia- and Indo-Pacific regions by exploring how 2023 FIFA WWC legacy development and strategy are shaped by the broader socio-cultural and geographic politics of the tournament. During the presentation we will consider some of the implications of these cultural and contextual specificities for future multiple-host and/or gender-specific sporting events.

To Be or Not to Be [Employable]: Adopting the Graduate Employability Cycle of Learning to foster employable sport management graduates

Mary Grant (La Trobe University), Clare Hanlon (Victoria University) and Janet Young (Victoria University)

Keywords: sport management, industry sector, higher education, graduate employability, practical experience

As the world increases its interconnectedness, innovation and development of global markets, the demand for highly skilled workers who can adapt to uncertainties of a rapidly changing future will rise (Ferns et al., 2019; Payton & Knight, 2018). To meet these demands, the higher education sector has an obligation to collaborate with industry to ensure graduate quality, enhance student experience and secure future employment prospects (O'Leary, 2017; Shah et al., 2015). It is unclear to gauge from the literature reviewed however, whether the translation of sport management (SM) education knowledge to industry practice of undergraduate students, addresses industry expectations (Barnhill et al., 2018; Braunstein-Minkove & DeLuca, 2015), specifically their employability relating to professional identity, personal adaptability, and human capital (Di Fabio, 2017).

To address this uncertainty, the purpose of this presentation is to introduce a new paradigm, the Graduate Employability Cycle of Learning. The framework was formed from the results of our Australian-based study. A mixed methods approach was adopted in three stages comprising: 1) a job advertisement audit which collected 200 graduate-entry SM positions; 2) semi-structured interviews with 10 sport managers identified from the job audit; and 3) an online employability survey that incorporated eight Employability Dimensions (Rosenberg et al., 2012) garnering responses from 166 sport managers.

Results revealed a preliminary phase of employability not previously identified in SM research, referred to as the Pre-Condition Phase. Ten awareness factors exist in this Phase to prepare SM undergraduate students prior to undertaking practical experience. These factors are categorised in two components, Industry Awareness and Self-Awareness. A second Observed Signals Phase was also identified revealing ten distinct signals comprising key practical indicators to personify employable SM graduates. As such, the Graduate Employability Cycle of Learning was formed from these two phases and encompasses the Experiential Learning Cycle (Kolb, 1984) as an additional phase, to validate the process of learning through practical experience. The three-Phased Graduate Employability Cycle of Learning comprises: 1) Pre-Condition Phase; 2) Experiential Learning Cycle Phase; and 3) Observed Signals Phase. It is anticipated this framework will benefit SM undergraduates whereby it provides distinct job classifications, standards, and practical indicators to signify employable graduates in Australia within the SM industry and higher education sectors. Practical knowledge was built from the theoretical Graduate Employability Cycle of Learning. Findings revealed that for graduate employability to be achieved, SM industry and higher education sector collaborations need to be strengthened. Subsequently, 61 recommendations were developed, aligning to the implementation of the Pre-Condition and Observed Signals Phases, and which rely on collaborative efforts of the SM industry and higher education sectors to make a positive difference. Thirty-one of the recommendations aim to guide managers from the SM industry sector to recognise graduate employability during job recruitment (job advertisements, shortlisting) and selection (interviews and reference checks). Thirty recommendations endeavour to support coordinators of SM programs to prepare their undergraduate students to develop and recognise the observed signals indicators and to self-market their employability to prospective employers. Together, the Graduate Employability Cycle of Learning with these recommendations, aim to expand existing graduate employability frameworks and strengthen SM industry and higher education sector collaborations to foster graduate employability.

Understanding the prevalence and type of talent transfers of Australian Paralympians: an analysis of secondary data

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Keywords: Talent Transfer, Talent Identification, Talent Development, Sport Pathways, Para-sport
National sports systems worldwide are constantly evaluating pathways to optimise athlete talent. Talent transfer is one alternative pathway that may increase the chance of identifying and developing successful elite athletes (Bullock et al., 2009). Talent transfer may be more significant in para-sports, compared to able-bodied sports, due to relatively lower athlete numbers resulting in fewer athletes progressing along the sport pathway to the elite level (Baker et al., 2017). Despite this, talent transfer in para-sports has primarily occurred informally, with knowledge and implementation of this process drawn from a limited stock of research on able-bodied athletes and sports (e.g., Cury et al., 2022; MacNamara & Collins, 2015). Of particular interest is the similarities of task constraints of donor and recipient sports that may facilitate talent transfer (Bullock et al., 2009; Teunissen et al., 2021), which is unclear for para-sports due to unique contextual factors (Patatas et al., 2020). Accordingly, this study aimed to investigate whether patterns between donor and recipient sport task constraints contribute to talent transfer in Paralympic sport.

Publicly available secondary data on Australian Paralympians who competed in multiple sports at the Paralympic Games from 2000 through 2020, were analysed using SPSS 27.0. Using frequency, Chi-square and Fisher's Exact Test analyses, patterns of donor and recipient sports were examined across individual vs team, CGS vs non-CGS, and summer vs winter categories in relation to medals won.

From 2000 through 2020, 38 Australian Paralympians (25 males; 13 females) competed in two or more sports. A total of 64 different donor and recipient sport combinations emerged. Paralympians competed more in the recipient sport compared to the donor sport (average of 2.16 and 1.79 Games, respectively). Athletics was the most common donor sport (26 transfers), while cycling was the most common recipient sport (nine transfers). One association emerged demonstrating a significant relationship to medals won in transfers from CGS-to-CGS sports.

This research examined patterns of donor and recipient sport talent transfers in secondary Paralympic data and offers some initial implications to consider. First, there is a significant pattern of successful talent transfer between CGS to other CGS sports. Second, the non-significant results shed light on the notion that, generally, these task constraints of donor sports may have much less impact on successful talent transfers than previously thought. As such, para-sport administrators and policymakers should not limit donor sports when developing talent transfer pathways to recipient sports. Finally, the descriptive data highlights some trends between donor and recipient sports that warrant highlighting and further research (e.g., the dominance of athletics as a donor sport). Understanding patterns associated with successful Paralympic talent transfers offer a foundation of knowledge when designing and developing future talent transfer pathway programs.

Organisational cultures in the training environment of elite athletes

Kirstin Hallmann (University Cologne) and Christoph Breuer (University Cologne)

Keywords: high-performance sports, competing values framework

The development of elite athletes is an interactive process between the athletes and their environment(s). Hence, an individual athlete's development can also be understood as the interaction of different environments on the athlete, which influences one another (Bronfenbrenner, 2005). For instance, organisational culture is related to behavioural norms which can strengthen or hinder the development of relationships (Maitland et al., 2015), such as the relationship between an athlete and their coach (Rhind & Jowett, 2010). The national culture can be considered a constituting factor for elite athletes and their development of a dual career (Kuettel et al., 2020). While organisational culture has been studied in sport organisations (Maitland et al., 2015), research investigating types of organisational culture among elite athletes and their training environment is scarce. Therefore, the purpose of this study was threefold: 1) to investigate which types of organisational culture exist, 2) to examine into which types of organisational culture athletes can be segmented, and 3) to analyse the influence of organisational culture on sporting success.

A survey was conducted. The survey included 16 items based on the Organisational Culture Assessment Instrument (OCAI; Cameron & Quinn, 1999), which was informed by the Competing Values Framework. Questions relating to the training environment and socio-demographic information were also included. A partner organisation sent the survey link to 3,973 e-mail addresses of elite athletes (3,881 addresses were valid). Overall, 1,122 athletes completed the survey in autumn 2021. As the items for organisational culture were coded binary, tetrachoric correlations were estimated as a foundation for a principal component analysis (PCA). A two-step cluster analysis was conducted to determine athletes' segments based on culture. Regression analysis was conducted to identify which culture types influence sporting success.

The PCA ($\chi^2(120)=6,010.824$; $p, \hat{=}, 001$) identified a three-factor solution: a combined clan and ad-hoc culture, hierarchy culture and market culture. The cluster analysis revealed two segments based on the raw data. The biggest to the smallest cluster ratio was 1.39. The first cluster was driven by adhocracy and clan cultures. In contrast, the second cluster was explained by market culture and, to some extent, clan culture. The segments were very distinct. For instance, the second cluster (24.5 years) includes athletes significantly older than the first cluster (21.5 years) and mental well-being was significantly higher for the first cluster. The regression analysis ($\chi^2=109.69$; $p, \hat{=}, 001$) suggested that the clan/ad-hoc and the hierarchy cultures positively influenced success. Conversely, the market culture had a significant negative influence on success.

The results outlined that different organisational cultures exist in athletes' training environments and they impact sporting success differently. This might be related to different contexts and interactions between environments (Bronfenbrenner, 2005). The OCAI (Cameron & Quinn, 1999) proved to be a useful tool for evaluating the culture of an athlete's training environment. In the presentation, distinct athlete profiles will be presented. Policy implications include embracing the clan culture as it fostered success and mental well-being.

Decolonizing SDP Interorganizational Partnerships

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Keywords: External Stakeholders, Inter-organizational Partnerships, Sustainability, Decolonize, resource dependency

Nonprofit organizations (NPOs) within the sport for development and peace (SDP) sector continue to grow in size and scope, while specializing in the address of increasingly complex social issues (Darnell et al., 2019). This increase in NPOs has consequently strained traditional funding streams, leaving them unable to provide adequate resources for all NPOs in need of support. In addition to their already limited available support, many funding opportunities come with inherent restrictions for funding applicants and recipients (Fowler, 2003). Restrictions can create tension-filled, non-optimal, and/or unsustainable partnerships that prevent maximal impact of a social change initiative to be reached, and also cause issues of organizational decline/collapse (Hillman et al., 2009; Svensson, 2017).

Because of the resource-dependent (Pfeffer & Salancik, 1978) nature of SDP, NPOs with lower status and less power tend to remain perpetually dependent on resource-affluent external stakeholders. Further, consistent with the history of international development, resource-affluent stakeholders are often located in the global North while those in need of support are located in the global South. Thus, postcolonial power imbalances are systemically embedded throughout the funding and collaborative processes (Giulianotti et al., 2019). This leads to sociological and managerial issues. Findings from the voices of NPO leaders (Hardie & Dixon, 2022) have shown that ideal collaborations include: minimal or unrestricted funds, reasonable administrative requirements, capacity building and feedback, networking opportunities, informal communication, transparency and mutual respect, and reflexivity. Further, grassroots leaders call for resource-affluent stakeholders to decolonize their application and collaboration processes in the following ways: (1) make the application process more inclusive/applicant-friendly, (2) do not threaten organizational autonomy, and (3) inform the process by local context experts.

In an attempt to bring practitioners' "ideal" funding scenario to life this emerging study will utilize a participatory action research case-study approach to implement a two-year funding initiative based on research and experience in SDP. The ultimate goals of this project are to: (1) identify challenges in obtaining a decolonized and ideal funding experience for NPOs, (2) gather feedback from SDP leaders on further improvements/ changes they would make in the funding process, (3) determine feasible tactics to provide ideal funding scenarios, and (4) improve (and measure) sustainability and impact of more "ideal" fundings scenarios in comparison to alternative funding models, including identifying any risks or accountability challenges.

A practitioner-advisor panel will be assembled from our practitioner network to help design the application and funding processes from the ground-up. Data collection will be conducted through at least the following methods: (1) focus groups of the practitioner advisory committee, (2) feedback notes from the practitioner advisory committee, (3) personal reflexive journals of the funding/research team, (4) survey responses from applicants, (5) semi-structured interviews and collaborative notes from the funding recipients and their stakeholders, and (6) program evaluation regarding the sustainability and impact of selected applications. This comprehensive study will provide guidance for decolonizing and addressing sociological issues in SDP funding processes as well as improving the effectiveness, impact, and sustainability of SDP initiatives through best-practice partnerships.

The Team*ID scale 15 years after date: An evaluation of its validity and recommendations on how to move forward

Bob Heere (University of North Texas)

Keywords: Team identity, identification, social identity, scale development, measurement

Fifteen years ago, Heere and James (2007) argued that team identity should be viewed as a form of social identity that has a sport team as its focal point. As such, they argued it should be examined as a multi-dimensional construct, allowing for the intricacies and complexities associated with one's social identity. With that call, they followed the lead of Dimmock, Grove and Eklund who made a similar argument in 2005. In their article, Heere and James (2007) proposed a six-dimensional scale, preceded by a single open self-categorization item that controls for the acceptance of the in-group and out-group label. These six dimensions were Public Evaluation, Private Evaluation, Interconnection of Self with Group, Sense of Interdependence with the group, Behavioral involvement, and Cognitive Awareness, and resulted from a rigorous scale development process that had its origin in the conceptual work of Ashmore et al. (2004).

Since then, the scale has been used extensively with little modification (Heere et al., 2011a, 2011b; Katz & Heere, 2016; Katz et al., 2017; Lock et al., 2014, most notably).

For this study, the author conducted a meta-analysis of the work that have used the Team*ID scale over the last 15 years and explored the different ways the authors have examined the validity of the scale. Studies using the scale were conducted in a variety of countries across the globe (New Zealand, Australia, the United States), both cross-sectionally and longitudinally, and strong evidence of external validity (concurrent, criterion and predictive) has been presented throughout the years, which explains the hesitancy of authors to modify the scale to address some of the weaknesses. Most notably among these weaknesses are the strong correlations between some of the constructs leading to discriminant validity issues (pending the context of the study, these problematic correlations shifted, see Lock et al. 2014 for their argument of why to drop Sense of Interdependence from the scale), and the poor loading of the Public Evaluation Construct in some of the studies, leading to mediocre overall model fits. Additionally, content validity of the scale has not been assessed since the original study of 2007, despite the new perspectives on (social) identity that were offered by Lock and Heere in 2017.

Based on these issues, grounded in another round of content validity, the author is offering several recommendations to improve the different dimensions in the scale that could be considered in future studies that hope to integrate a multi-dimensional examination of team identification. The six dimensions in the scale are proposed to be relabeled as: Satisfaction, Relevance, Dependence, Importance, Engagement and Awareness, and specific items within each construct have been modified to address different challenges that have presented itself over the years.

Esports governing organizations: Exploring esports consumers' perceptions

Heiko Heidenreich (University of Bayreuth), Geoff Dickson (La Trobe University) and Markus Kurscheidt (University of Bayreuth)

Keywords: Institutional Work, Governance, Community, Electronic Sports, Reddit

The purpose of this study is to explore esports consumers' perceptions of esports governing organizations. Consumer perceptions are essential because individuals act and react based on perceptions rather than objective reality (Jyothi & Venkateswarlu, 2020). Consumer perceptions are a key component of brand equity and hence marketing strategy (Culotta & Cutler, 2016) and impact behavior and product and service selection (Khachatryan & Rihn, 2018). Esports consumers are an essential stakeholder group (Ashton, 2019; Xue et al., 2019) and notoriously hostile to those organizations perceived as exploiting them (Huettermann et al., 2020). Various self-proclaimed domestic and international esports governing organizations have emerged (Scholz, 2019), some of which aim to provide governance structures commensurate with traditional sports (Heidenreich et al., 2022). These organizations are arguably overshadowed by the game publishers. As the intellectual property rights owners, game publishers control and regulate their respective esports titles and create league and tournament structures (Abanazir, 2018; Funk et al., 2018; Karhulahti, 2017). Previous studies indicate that these esports governing bodies are not embraced by the esports community. Hayday et al. (2020, p. 12) presume resistance within esports communities rejecting institutionalization and structural boundaries. Parallels can be drawn with snowboarding, where the community was left behind in the institutionalization process, resulting in cultural conflicts (Strittmatter et al., 2018). To explore esports consumers' perceptions of esports governing organizations, we conducted a netnography (Kozinets, 2002) of Counter-Strike participants and how they perceive the World Esports Association (WESA). We analyzed 3496 comments retrieved from Reddit (distributed across 19 threads and five subreddits) and retained 521 comments in our final data set. Data were analyzed using qualitative content analysis (Kuckartz, 2014). Provisional themes were revised until the finalization of the main categories. The results suggest an overall negative perception of esports governing organizations. Esporters criticize WESA for a lack of trustworthiness, unnecessary interference and subsequent disruption to an otherwise functional system, a lack of transparency, corruption, monopolization, conflicts of interest, and opportunistic behavior. More positively, WESA is credited with standardizing rules and standards, enhancing tournament quality, enhancing player welfare and protection, growing esports, and offsetting publisher power and incompetence. We conclude that the development of an event-related commercial market on the one hand and establishing new associational structures on the other is contrary to the consumers' initial understanding of gaming. Hence, we propose that esports organizations engage in institutional work, i.e., "actors' endeavors to build up, tear down, elaborate and contain institutions, as well as amplify or suppress their effects" in each field (Hampel et al., 2017, p. 558). This will enable esports governing organizations to gain acceptance within a population of actors in a field through the institutionalization or deinstitutionalization of meanings and practices that embody those institutions (Lawrence & Phillips, 2004).

Board gender diversity, fraud (risk), and trust in community sport organizations

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Keywords: Female sport leadership, fraud risk, trust, women on sport boards

Fraud is a significant concern for nonprofit organizations (NPOs) as it can compromise their ability to achieve their mission because of revenue loss and scandals (e.g., Greenlee et al., 2007). In sport NPOs, fraud is typically committed by trusted volunteers in board positions like treasurer or president (Kihl et al., 2021), suggesting that board composition is critical. Previous research indicates that this might play a role in preventing fraud (Arnaboldi et al., 2020; Kim et al., 2013). Further, in male-dominated industries like sport, women on boards were found to be more effective in reducing the frequency and severity of fraud (Cumming et al., 2015).

This study examined the associations between board gender diversity, fraud, fraud risk, and team trust in the context of community sport organizations (CSOs). Different theoretical mechanisms were used to frame the study. Specifically, we draw on research on board gender diversity, which has demonstrated that female leaders are more risk-averse, and ethically correct when compared to males (Kaplan et al., 2019; Zalanta et al., 2019). Furthermore, board gender diversity might change board group dynamics (Wahid, 2019), and increase team trust (Costa & Anderson, 2011). Also, giving women equal opportunities to serve in leadership positions enhances governance quality (e.g., Branson, 2007; Nielsen & Huse, 2010).

An online survey was administered to CSOs in four countries (Australia, Germany, Canada, and the United States) in 2020 (n=1,256). The survey included questions about board composition, fraud occurrence in the past, and two scales measuring trust and perceived fraud risk. Structural equation modelling was applied.

The results showed a significant negative association between past fraud occurrence and board gender diversity, team trust, and fraud risk. In other words, CSOs that have experienced fraud have less gender diverse boards and lower trust levels. Notably, clubs that have experienced past fraud report lower perceptions of fraud risk. Board gender diversity is also significantly and negatively associated with team trust and fraud risk. This may be because more gender diverse boards are associated with more conflicts (Cunningham, 2015), ultimately reducing trust. Furthermore, team trust showed a negative relationship with fraud risk, where clubs with high trust have low perceived risk of fraud. This finding is important given that high trust levels among volunteers and board members is often associated with cases of fraud in CSOs (Kihl et al., 2021) and yet people do not perceive that their club is at fraud risk.

The results suggest that increasing the representation of women on boards might be one way to reduce fraud risk. This study extends the literature on fraud within NPOs by providing evidence of how gender can mitigate fraud risks in the sport sector. In practice, sport organizations can use the results to develop anti-fraud education measures.

The discrepancy between sport organization's, identity and its image: an investigation in social responsiveness in professional sport clubs

David Herold (Griffith University), Keith C. Harrison (University of Central Florida) and Scott Bukstein (University of Central Florida)

Keywords: Organisatioanl Identity, Image, Football, Bayern Munich

This study builds on theory on organizational identity formation and change through a qualitative study investigating how professional football clubs response to a loss of image and legitimacy due to questionable sponsor activities. Professional football clubs are increasingly under scrutiny due to questionable practices and sponsorship deals. For example, a perceived misalignment between socially responsible fans and football club management has led recently to a major crisis during the annual meeting in 2021 of Bayern Munich, one of the largest professional football teams in Europe. In an unprecedented scenario, Bayern Munich fans demanded from management to drop one of its largest sponsors due to the allegedly violation of human rights.

Building on a longitudinal analysis about the sport club's organizational identity formation and change, the authors unpack the process that led to the perceived discrepancy between the sport club's organizational identify and its image through its CSR efforts. CSR represents a key aspect of what organizational theorist call "organizational identity" (Albert & Whetten, 1985; Gioia, Schultz, & Corley, 2000). In other words, CSR is not only supposed to be an integral part of the football club's strategy and its value system, but the club will also try to project their social image to relevant audiences to build legitimacy and loyalty.

Our findings draw attention to what we call transitory/interim legitimacy imbalance, where 'inside' members of the organization perceive the identity as stable and immutable, whereas 'outside' members demand change due to the differently perceived image influenced by institutional forces. As such, at a football club level, the organizational identity and its associated socially responsible actions are questioning the football club's intention to maintain or gain legitimacy.

Utilizing a qualitative case study approach using secondary data from club reports, press releases and sport magazines, we present a process that explains how the sport club's organizational identity has changed and eventually been detached from its image. The process contributes to an understanding how the reciprocal interrelationship between identity and image evolves and thus provides managers with the knowledge to how avoid or minimize discrepancies between them.

How Boxing Hooks Pupils Permanently Excluded from Mainstream Schools: A Case Study of the Boxing Academy

Stephen Hills (London Metropolitan University), Matthew Walker (University of North Texas) and Bob Heere (University of North Texas)

Keywords: School Exclusion; Alternative Provision; Boxing; Pupil Referral Units

Permanent exclusion from school occurs in both primary and secondary schools, but at a far greater rate in secondary schools, especially in the year before students start their GCSE studies in the United Kingdom (UK). The UK Education Act 1996 requires that, from the sixth day after a permanent exclusion, local education authorities (LEA) arrange full-time alternative education provision. LEAs primarily rely upon Pupil Referral Units (PRUs), which have been criticised as dumping grounds for pupils permanently excluded from a mainstream school (e.g., due to violence against a teacher or fellow pupils) with an unrealistic and ineffective aim of reintegrating them back into mainstream schools (Morris, 1996; Moe & Parker, 2004; Hill, 2007; Gazeley, 2010). Building upon existing literature that has detailed the role of boxing in social development (e.g., Wacquant, 2004; Wright, 2006; Trimbur, 2009; Deucher, et al., 2016; Hemphill et al., 2018; Case & Christophe, 2019; Jump, 2020), we implemented a phenomenological research design, with the aim of presenting a case study of a new breed of alternative provision school - the award-winning Boxing Academy alternative provision free school, which, rather than act as a holding ground for difficult students, offers a tailored programme of education incorporating boxing training with boxing coaches also acting as teacher assistants. Whereas previous research into alternative provision has focused on PRUs, this is the first study focusing on an alternative provision free school. Data were collected using observations, in-depth interviews with three senior managers, four staff focus groups and four pupil focus groups. Thematic analysis of the qualitative data collected found (1) that the Boxing Academy destigmatises exclusion by seeking to understand each pupil's individual story and recognising that exclusion is often a symptom of societal inequalities; (2) that boxing was used as a scaffold to (i) reframe education and (ii) develop boxing values (e.g., hard work) and skills (e.g., concentration) in the ring that could be applied to education; (3) that the Boxing Academy offers a more rigorous disciplinary process than mainstream schools, including close monitoring, consistent application of rules and consequences, a solution-based approach and having high expectations of pupils; and (4) that the Boxing Academy used relatable role models as boxing coaches and teacher assistants who have walked in the shoes of pupils, which enhanced a sense of community. In conclusion, although boxing played an important role in the Boxing Academy outperforming other alternative provision, in terms of national exam results and external evaluation, it was only part of a broader system designed to tailor an educational experience to the needs of permanently excluded pupils. It is recommended that LEAs rethink their implementation of the UK's alternative provision policy by meeting their obligations using alternative provision free schools, rather than PRUs, using the Boxing Academy as a blueprint.

Enhancing Participation Pathways for Female Coaches

Russ Hoye (La Trobe University), Pam Kappelides (La Trobe University) and Haley Baxter (University of Waterloo)

Keywords: Female Sport Coaches, Community Sport, Volunteer Management, Sport Pathways, A recent review (Baxter, Hoye & Kappelides, 2021) revealed that more research is needed on policy and governance, coaching pathways, recruitment practices, and support systems, for female volunteer sport coaches. This study aims to improve the environment for female coaches in three major sports that have a predominance of males in coaching roles - football, basketball and Australian rules football - by moving beyond just identifying barriers to involvement of women in coaching, to identifying what forms of support are needed to overcome the barriers to help women succeed as sport coaches (LaVoi, McGarry & Fisher, 2019). Drawing on the work of LaVoi and Dutove's (2012; 2016) application of Brofenbrenner's (1977) ecological systems theory to the context of female sport coaching, this study seeks to identify organizational and societal supports needed for female volunteer sport coaches. The use of EIM as a developmental model has been further modified to unpack the intersectional complexities of female sport coaches' experience and behaviour as influenced at the individual/intrapersonal level, interpersonal level, organizational/structural level, and socio-cultural level (e.g. Kubayi et al., 2020, Banwell et al. 2021). Data collection for this study occurred in two stages. The first stage involved a detailed content analysis of the policies and practices of each sport organisation in relation to the governance of sport coaching and their recruitment strategies for female coaches. Structured interviews of key organisational managers and staff from each organisation (4 interviews x 3 organisations = total 12 interviews) of 60 minutes duration each focused on the efficacy of current recruitment practices for female coaches and their understanding of the barriers faced in increasing participation rates for females in coaching roles. In the second stage of the study, semi-structured face to face interviews with 20 current female coaches from each sport (20 interviews x 3 organisations interviews = total 60 interviews) of 90 minutes each, focused on their individual experiences in sport coaching, the barriers faced in their development, their perceptions of organisational support required for their development, and the nature of the relationships required to support them as a coach. Data was analysed using an iterative process following Braun & Clarke (2006). Stage 1 of the study revealed the lack of organizational support, strategic recruitment, and recognition of female coaches at the introductory levels of sport in favour of supporting elite coaches and often neglecting to provide unique supports needed for grassroots volunteer coaches. Stage 2 of the study revealed that females seek out not only mentorship for skill-based instruction and navigating stakeholder relations, but they also seek support from sport governing bodies to increase female representation amongst sport coaches and provide opportunities for current the current community of female coaches to be brought together. Findings reveal the need for more purposeful and intentional interventions to recruit female volunteer coaches and support their chosen coaching endeavours. Particularly the focus on grassroots female volunteer sport coaches has practical implications for understanding the supports needed for the development of coaches at differing points along the sport coaching pathway.

The analysis of carbon footprint on running events- A case study in Taiwan

Yu Huang (National Tsing-Hua University)

Keywords: running event, carbon footprint analysis, life cycle assessment, carbon emission

Due to numerous negative environmental impacts created by sport event participants (i.e., air pollution, waste generation, consumption of natural resources), event organizers are more responsible for minimizing negative environmental impacts. To understand the environmental impact of sport events, it is vital to estimate the carbon footprint caused by products or activities and identify components that produce the carbon emission associated with sport events. Accordingly, the purpose of this study was to estimate the carbon footprint of a running event through the use of the life cycle assessment concept and technique. The Yilan Dongshan River Ultramarathon was selected as the subject of this study. The framework for the carbon footprint analysis on a running event was built on the review of relevant literature. Three vital parameters were identified in the proposed framework, including stage (such as pre, during and post event), source of carbon emission (i.e., event organizers and runners), and activities of carbon emission, (such as transportation, accommodation, waste management, product procurement). Two measuring tools were developed for collecting data from the event organizer as well as runners, respectively. First, a tabulation checklist was carried out to the event organizer. Moreover, a dialogue with two event organizers and a pretest were held to improve the validity and reliability of the tabulation checklist. Second, the survey was performed to investigate the transportation mode and accommodation services by the event runners (N = 290). Several significant findings were revealed. First, the total carbon footprint for this running race was estimated at about 18 tonnes of carbon dioxide equivalent (CO₂e). The average carbon footprint per runner was approximately 28 kg CO₂e. Second, 60% of total carbon emissions were created by event runners, whereas half of the carbon emissions were resulted from the post-event periods. In addition, 50 % of the carbon emissions were generated from the components of transportation. Thirdly, since transportation accounted for the majority of carbon emissions, indicating more environmental practices by the event organizers. Furthermore, more systematic efforts are necessary to investigate the boundaries and protocol of the carbon footprint analysis from the methodological aspect.

“We need the people to do it”: Servicing Servant Leadership and Supplying Human Capital within New Zealand’s Northern Region.

Liam Hunt (Auckland University of Technology), Richard Wright (Auckland University of Technology) and Gaye Bryham (Auckland University of Technology)

Keywords: Community Sport Organisations; Organisational Capacity; Servant Leadership; Human Capital

Human capital refers to having access to individuals who are willing and able to carry-out tasks required and are considered the most important contributor to organisational capacity (Misener & Doherty, 2009). Servant leadership is grounded in the perspective that one leads to serve others, either within their organisation or local community. It is a way of life, rather than a particular skill-set, and a foundation of volunteerism (Welty Peachey & Burton, 2017). Many governing bodies believe that increased professionalisation at a leadership level will not only enhance the efficiency and effectiveness of the services delivered by local community sports organisations, but also, consequently, the overall experience of their membership (O’Boyle & Shilbury, 2016). A sporting organisation’s ability to embrace professionalisation is, however, heavily dependent upon the human capital at its disposal (Ferkins & Shilbury, 2015; Kitchin & Crossin, 2018).

This case study enhances existing academic knowledge and advance industry understanding, in regards to how servant leadership can be utilised to improve the human capital within local community sport. Three research questions were addressed to achieve this aim. The first focused on the current level of understanding towards organisational capacity within a local sports community. The second explored the areas/avenues of portfolio development and diversification that exist for community sports organisations looking to develop their organisational capacity, and the third identified the extent to which a small cohort of community leaders were open to the idea of changing their organisational structure, increasing their organisational capacity, diversifying their sporting and non-sporting programmes and services, and developing new organisational capabilities.

Leaders from nine community football clubs were invited to be interviewed, including two presidents, six chairpersons and one secretary. The semi-structured interviews generated some key themes, along with a number of sub-themes. The sub-themes were subsequently developed alongside concepts derived from sports leadership literature. Participants shared the need to professionalise their approaches to governance, but also talked about the challenge of balancing leadership and management-related activities. Participants acknowledged that the line between governance and operations was clearly blurred, with governance members often heavily involved in operational duties and vice versa. Finally, all the participants shared a desire to serve their community.

The findings identify that sports leadership and management is inter-linked at a community sport level, with human capital and servant leadership playing a significant role in the creation of organisational capacity. The recommendations from this case study centre around the need to make club capacity a strategic priority, allowing the servant leaders the opportunity to enhance a sense of community through the positive experiences of others, including the creation of employment opportunities (paid and unpaid). The authors also recommend the adoption of a knowledge-based view of organisational capacity and the co-design and development of servant leadership-related resources that will support and strengthen the human capital that already exists within the community.

Understanding the Diffusion of Cricket in Qatar through the Experiences of South Asian Expats Umer Hussain (Ripon College Wisconsin-USA) and Sheranne Fairley (University of Queensland)

Keywords: Qatar, South Asians, Cricket, Immigrants, and Post-colonialism

Sports, leagues, and organisations are increasingly expanding across national borders (Giulianotii & Robertson, 2007). Increased mobility and global media coverage have contributed to the internationalisation of sport, with the primary focus of research on the influence of popular media on the spread of spectator sports (Maguire, 1993; Rowe, 1995). However, challenges exist for participatory sports where media coverage is often limited or non-existent (Meek, 1997; Lai, 1999). The diffusion of the British game of cricket to other Commonwealth countries resulted from British Colonialisation (Kaufman & Patterson, 2005). Sport can also be spread through mobility and migration, often into small pockets of migrants (Maguire, 2002). In Qatar, cricket has spread through migration, but not into a “small pocket” – cricket is now the second-largest participation sport in Qatar behind soccer. However, cricket is primarily played by a population of South Asian expats in Qatar – a population that outweighs that of Qatari nationals by approximately five to one (International Organization for Migration, 2014). In this research, we aim to understand the diffusion of cricket in Qatar by examining the experiences of South Asian expats who play cricket at the club and national level.

Twelve semi-structured interviews were conducted with men of South Asian descent who play cricket in Qatar at the club or national team level. Interviews were conducted in either English or Urdu. Data were analysed using open, axial, and selective coding (Corbin & Strauss, 2008). Respondents moved to Qatar for employment and/or to continue their cricket careers. Working conditions in Qatar, however, involve long hours of physical labour in extreme heat. Cricket is therefore played in the limited leisure time after work, with individuals often exhausted from work. While playing cricket and engaging with the predominantly South Asian cricket community in Qatar provides a sense of community and cultural familiarity, cricket is not culturally valued in the wider Qatari society. Thus, even though cricket is the second most played sport in Qatar, it has only amateur status. As a result, the playing conditions are not ideal, with cricket matches frequently taking place in parking lots and open spaces. The harsh climate necessitates adaptations to the game, such as the introduction of a soft ball rather than a hard ball used in traditional cricket. Given the marginalised status of cricket in the greater Qatar society, individuals selected for the national team are often denied such opportunities as they are not granted time off work to play or train. Additionally, there is a lack of professional services available to athletes at the club or national level. The cultural meaning attached to practice in the original context often transforms when entering a new cultural context (Appadurai, 1996). While the cricket population in Qatar is made up of South Asian expats who value cricket, the same cultural value is not reflected in the wider Qatari society and thus acts as a constraint to sport participation. Theoretical and managerial implications will be discussed.

Scoping Review of Meta-Analyses in Sport Management: The Way Forward

Umer Hussain (Ripon College Wisconsin) and Yiran Su (University of Massachusetts Amherst)

Keywords: Meta-Analysis, Research Methods, Fixed or random-effect model, Generalization of research, and Statistical Issues

In the past three decades, a plethora of quantitative research (e.g., examining the causal relationship among psychological variables and their outcomes) have surfaced in the realm of sport management (Cunningham et al., 2016; Zhang et al., 2016). To create a quantitative summary of the evidence, scholars sometimes integrate research findings across studies to generalize the results via meta-analysis (e.g., Biscaia et al., 2020; Kim et al., 2019). Meta-analysis is a statistical method to integrate extant empirical scholarship (Rosenblad, 2009; Salge et al., 2015). Results of meta-analysis can facilitate the interpretation and application of generalized research evidence (Mullen, 1986). In addition, meta-analysis can help identify appropriate moderators in the existing scholarship (Mullen, 1986). Researchers have also underscored that meta-analysis can offer practitioners guidelines about the current effective practices (Salge et al., 2015).

Nevertheless, Salge et al. (2015) have claimed that sport management scholars are not taking proper advantage of conducting a meta-analysis. Likewise, researchers have previously reported that the current meta-analyses conducted in the sport management field have statistical issues related to the validity and reliability of their findings (Hagger, 2006; Salge et al., 2015). For instance, scholars sometimes compare investigations that employ dissimilar measures to explore a phenomenon (e.g., Open-ended questions versus Likert-type scales) (Salge et al., 2015).

Therefore, the purpose of this ongoing scoping review is to offer a comprehensive overview of the current status of meta-analysis in the realm of sport management. In addition, we aim to shed light upon statistical issues of reporting, validity, and reliability of the extant meta-analysis conducted in the field of sport management. We used Arskey and O'Malley's (2005) methodological approach for conducting the scoping review. Four databases were used to find the relevant studies: SPORTDiscus, Web of Science, Eric (Ebsco), and APA psych info. Using the PRISMA approach, after reviewing $n = 3,246$ articles, we included $n = 44$ studies for further evaluation.

The study's preliminary results show that researchers have primarily employed meta-analysis to synthesize research areas, such as sport and psychological outcomes, sport consumption, organizational behavior and sport management, sport leadership, sport economics, sport finance, and diversity inclusion and sport. The results also unveiled that researchers were not calculating or reporting statistical issues, such as estimating publication bias. In addition, the correction for small sample size bias was also found to be missing in some studies. The artifact corrections were missing from the studies using the correlational approach for calculating the effect sizes (Hunter & Schmidt, 1990). Furthermore, researchers sometimes do not clearly report the statistical model (fixed or random-effect model) used for conducting the meta-analysis. We also revealed that some researchers had grouped dissimilar causal factors, which leads to meaningless estimates of effect. Hence, it is questionable whether the findings of numerous meta-analyses conducted in the sport management realm were valid and reliable. The study contributes to the limited understanding of employing the correct and proper method of meta-analysis in sport management research.

The role Public Value plays for the Management of Community Sports Facilities

Evald Bundgaard Iversen (University of Southern Denmark) and John Tower (Victoria University)

Keywords: Public Value, Management of Sports Facilities, Community Sports Facilities

The daily management of Community Sports Facilities (CSFs) are important, because it is often the daily management which influence which user groups are granted access and for how long. CSFs are usually funded and operated, at least partially, by local government because the centres are having a hard time to solely operate on market-based terms. Even though we do have knowledge about the overall importance of the daily management, there is limited knowledge on how the CSF manager prioritise and conduct their day-to-day operations.

The theory of Public Value has at its core that community and government organisations exist to make a contribution to society (Moore, 1994, 1995, 2013). Our research question is: Which role do Public Value considerations play for the CSF managers?

Seen from a public value perspective, the CSF managers would be expected to use (some of) their resources to create public value for the wider community, rather than 'just' focusing on the existing users of the centre. So far, there is limited information about how CSF managers address the expectation to create public value. In Denmark, it has been shown that the managers primarily focus on the existing users (Iversen and Forsberg, 2019; Forsberg, 2020). However, this is in a very different context than the Australian one, and there is a need to explore further whether managers of CSFs in other national contexts focus on the level of public value delivered.

The exploratory research was based on interviews with CSF and municipal leisure managers in Australia. A convenience sampling approach was used to gain input from ten respondents in three municipal settings in the State of Victoria, Australia. The interviews of the CSF managers focused on how they conducted their daily operations in order to assess whether public value played a role for the CSF managers.

The interviews were conducted by two of the authors in 2018 and lasted between 40 and 90 minutes. Interviews were first transcribed and then analyzed using Nvivo. The interviews were read several times to identify patterns that seemed pertinent to the informants independently of settings or individual position. These identified patterns were organized into themes and next the interviews were analyzed deductively to deepen the insight into the themes.

This presentation will discuss whether the theoretical backdrop of public value can be identified in CSF management practices in the Australian context and what the practical implications of this research is for the future management of CSF sports facilities.

Creating meaningful learning experiences via connecting sport students with technology

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Keywords: blended, technology, sport students

In response to social distancing requirements and lockdowns during the COVID-19 pandemic, online and blended learning classes required far greater focus on using technology including apps and online tools to boost both student engagement with course content and connection with fellow learners and lecturers from home or remotely. Apart from gaining knowledge and understanding, the present study revealed the impact of blended learning on sport students by designing a variety of support and Higher Education providers get the best from smart training. The aim of blended learning model is to provide both lecturers and students with flexible opportunities and access to equivalent learning experiences via in-person or online (either synchronously (“live” or “real time”) or asynchronously (students access lecture and engage in learning activities at a later time)).

The COVID-19 pandemic expedited the development and uptake of online and blended learning formats. As we emerge from widespread lockdowns, providing sports students the option to engage with their studies both via in-person or online provides flexibility to sports students, allowing them to accommodate changing academic, geographical, work and training needs has been vital. Blended and online delivery formats have also, critically, allowed learning and academic delivery to continue uninterrupted in the face of ongoing self-isolation requirements relating to COVID-19.

Blended communication is a flexible with sport students, multi modal approach to learning and teaching, where face to face students, online students and asynchronous students all have access to the same material and where all can try to achieve the same outcomes, regardless of their chosen mode of access – online, face to face or asynchronous. Based on four (4) pillars (choice, equivalence, reusability, accessibility) for successful blended synchronous delivery (Beatty, 2019), it is recommended that the academic progression of disciplinary knowledge, skills and understanding underpin all areas of sports learning and development.

In order to achieve successful blended learning goals for sport students, it is important to have in-class tech setup (eg, webcam in ceiling, mobile zoom display with cam, presenter microphone, receiver, catch-box wireless charter, throwable catch-box, promethean touch panel, co-pilot Laptop for record Zoom session to Cloud, etc) as well as the synergy between main lecturer and co-pilot. Observed effective strategies to boost student interaction, connection and engagement during online and blended learning classes include requiring all online students to have webcams on at all times, and online students to be reminded they are equally present as an attending student for equally active in the classroom (eg, asking questions) and visible in the webcam.

As both sports lecturers and students become increasingly experienced in online and blended learning formats, it is a cornerstone of effective teaching to consistently engage sports students via brief, intermittent open-ended discussion and debate questions from both in-class and online students. In practice, this seems to keep both the online and in-class students engaged, and also better connected more so than longer, more formalised activity sessions because students need to actively listen and engage throughout the entire session.

In the case of online students, it is also important to give them the choice to use chat function or unmute and speak as it seems to increase online interactivity from different learner personality types. Additionally, the chat function also inspires the in-class students to continue to engage and expand the class-based discussions and debates as they see the chat contents coming through from online learners.

Whilst online learning via Zoom presented challenges for some students, others tend to enjoy learning remotely. There are various ways to engage and better connect sports students through Zoom, for instance, utilising polls, Mentimeter and break out rooms. In particular, Mentimeter, collects data instantly via word clouds, charts and many other ways that is easy and quick for sport

students' interpretation. Interestingly, another unique idea for engaging students through Zoom, is organising 'dress themes' where sport students would wear their favourite teams' colours or merchandise. This is effective, as it encourages sport students to turn their cameras on. Most important is to consistently engage students via brief, intermittent open-ended discussion and debate questions from both in-class and online students. In practice, this seems to keep both the online and in-class students engaged more so than longer, more formalised activity sessions because students need to actively listen and engage throughout the entire session.

Expanding the Boundaries of Value Creation: Sport Technology and the Australian Sport Ecosystem

Adam Karg (Swinburne University of Technology), Jonathan Robertson (Deakin University), Steve Swanson (Deakin University) and Danny Sampson (University of Melbourne)

Keywords: sport, innovation, technology, organisations, ecosystem

Australia's sport industry is increasingly supported by a flourishing sport technology (sportstech) sector. Sport Australia report a five-fold increase in companies, jobs and the export footprint of sport technology innovation in the last 25 years, with projections for ongoing growth remaining buoyant (Sport Australia, 2022; ASTN, 2022). Spanning a wide range of categories, the sportstech sector is increasingly using a range of innovative technologies from machine learning to garment manufacturing, Esports to accelerometers (ASTN, 2022). The adoption and diffusion of these technologies have the potential to add substantive social and economic value to the Australian sport industry.

However, as sportstech products and practices become more prolific, the sport industry in Australia is showing increasing signs of structural fragmentation. Once monopolised by traditional systems (e.g., federated, heirarchical sport governing bodies), the industry is evolving to rely more on new business models and commercial actors to generate and disseminate value. These new actors include a range of sport technology organisations and services that are disrupting traditional sport value chains (e.g., data companies and high performance tracking; private providers and sport participation; Blockchain applications and ticketing, NFTs and merchandise). As such, much innovation in the sport ecosystem is now being developed outside of public or national sport systems, and is being brought to market by, or via collaboration with, technology organisations or new forms of (non-sport) organisations servicing sport.

An increased role for the sportstech sector leads to several research questions and issues. Defining and identifying the scope of traditional and emerging organisations involved in the sportstech ecosystem presents a necessary initial step. Therefore, as part of a wider investigation into how social and economic value is created via technology innovation in the Australian sport ecosystem, this presentation will explore three initial questions:

When considering the Australian sportstech ecosystem:

- (1) What traditional and emerging organisations or sectors exist?
- (2) How is collaboration happening in this network of organisations?
- (3) What are the perceived barriers and facilitators of collaboration and value creation in this network of organisations?

The presentation will provide background and report on the development of a nationally distributed online survey to be conducted with leaders across traditional Australian sport organisations (e.g., sport governing bodies), as well as leaders of organisations in the sportstech sector. The survey instrument includes a range of established academic measures as well as globally recognised measures common to innovation categorisation and benchmarking. The survey tool allows for exploration of characteristics and dynamic capabilities of traditional and emerging sportstech organisations, as well as collating examples of technological innovation, collaboration and partnerships and perceived barriers and facilitators specific to sportstech in Australia.

This research seeks to contribute an advanced understanding of the emerging value system for Australian sportstech and inform characteristics of an optimised and inclusive sport innovation ecosystem. Aligned with projected growth in the sportstech sector, a future research agenda will be positioned to conclude the presentation.

A categorisation and research agenda for technologies adopted in live media sport

Sanghyeon Kim (Swinburne University of Technology), Adam Karg (Swinburne University of Technology), Tim Breitbarth (Swinburne University of Technology) and Jason Pallant (Swinburne University of Technology)

Keywords: Media technology, categorisation, live media sport, research agenda

The global value of live sport media rights has increased to over USD 44 billion in 2020 due to the ongoing interest in sport events and leagues (SportBusiness, 2021) as well as themes of globalisation and technology (Westerbeek & Karg, 2022). At the same time, sport media has been impacted by innovative developments including new forms of content, development of digital media infrastructure (Goggins, 2013), over-the-top live sport streaming (Hutchins et al., 2019), and technologies used within, or concurrent to sport media consumption (Deninger, 2022). As such, the sport media product is growing in both value and complexity.

Given technology is a disruptor within sport media, it is necessary to understand both the scope of technology used in media, as well as their impact on various stakeholders. As a first step, the aim of this research is to explore and categorise technologies utilised in sport, with a focus on live media environments. Initial research on emerging media technologies in live sport has identified different technologies and addressed their use in isolation (e.g. Deninger, 2022; Hassan, 2015; Sturm, 2020; Thorpe, 2017). However, no research to date has categorised the wider range of media technologies applied in live sport media. By defining categories of technologies, this research seeks to advance understanding of the current sport media environment and its stakeholders, as well as guide future agendas for organisational and consumer research.

A comprehensive analysis of current media practice, as well as existing literature will inform the sport media technology classification. Stavros et al. (2021) provide a media-sport typology with categories of the impact of live sport media while current work informs additional media technologies used in sport. Specifically, Sturm (2020) notes social media and televisual technology, while Deninger (2022) includes augmented and virtual reality and advancements in camera technology and information communication technology. Thorpe (2017) adds camera developments and GPS tracking while Hassan (2015) suggests three different areas of technology: television broadcasting, sport amenities support, and sport decision-making support.

Building on these, a comprehensive framework categorising sport media technology will be presented. The categorisation will include passive technologies (i.e. those embedded in media content that are seen by all consumers) as well as interactive technologies that consumers may choose to proactively engage with as part of their media experience. Categories will include, but not be limited to, statistics, immersive technologies, camera and replay technology, and interactive technologies including social media.

The categorisation will contribute an advanced understanding of the scope and types of technologies for academics and practitioners. Further, it will help understand stakeholder implications and opportunities created by the rapid adoption of technology in sport media. In addition to the categorisation, the presentation will provide a research agenda for emergent issues for sport media stakeholders. Given the scope and breath of technological disruption in sport, these extend to potential questions for organisations around delivery models and motivations for technology adoption, as well as questions around consumer decision making and the positive and negative impacts of technology on consumer's media experiences.

Organizational capacity needs of gyms for inclusion of people with disabilities

Lara Lesch (Bielefeld University), Pamela Wicker (Bielefeld University), Christopher Meier (Bielefeld University) and Bernd Gröben (Bielefeld University)

Keywords: fitness sport, disability, qualitative, gym manager

The participation “in mainstream sporting activities at all levels” is part of the United Nations’ (UN) convention on the rights of persons with disabilities (UN, 2006, p. 23). With 184 million gym members worldwide (IHRSA, 2020), commercial fitness clubs are providers of mainstream sporting activities. Even though fitness activities can help to improve physical and mental health (Anderson et al., 2017), people with disabilities are less likely to participate in sports, as they have special needs regarding the built infrastructure, exercise equipment, and coaching knowledge (Rimmer, 2005). Previous studies have investigated the perceived barriers to gym-based sport participation by people with disabilities (Sharon-David et al., 2020). However, the access to and inclusion in gyms are also determined by the providers of fitness sport. Thus, this study aims to investigate the inclusion in gyms from an organizational perspective, and to explore relevant organizational capacities for such offers. Two research questions are posed: (1) In how far are people with disabilities a relevant target group for gyms? (2) Which organizational capacities are needed to provide adequate offers for people with disabilities?

Based on the conceptual model of organizational capacity (Hall et al., 2003), an organizations’ ability to achieve its goals is related to the use of organizational resources within five capacity dimensions: human resources capacity, financial capacity, infrastructure and process capacity, planning and development capacity, and relationship and network capacity. The model was developed for non-profit organizations and has been applied to investigate the inclusion of disabled persons in sport organizations (Wicker & Breuer, 2014).

Qualitative, semi-structured interviews were conducted with 14 gym facility managers. Seven interviewees manage a gym which already offers training opportunities for people with disabilities, while the other seven are managers of gyms without such offers. After being transcribed, the data were analyzed thematically (Braun & Clarke, 2021). In the initial stage, a deductive approach based on the five dimensions of the organizational capacity model (Hall et al., 2003) was used.

Preliminary results suggest that gym facility managers recognize the inclusion of people with disabilities in gyms as an important issue, but link it to organizational capacity needs. Starting with the human resources capacity, while some interviewees state their staff would need specific knowledge about the disabilities, others see the need to reduce staff members’ insecurity. Regarding the financial capacity, interviewees have doubts about the economic viability of such offers, but also see opportunities for personal training or cooperation with health insurance companies. Gyms do not provide special exercise equipment, but they could adapt their training machines to the needs of people with physical disabilities. In terms of the planning and development capacity, proactive changes are perceived as too risky until people with disabilities and public authorities demand for adequate offers more urgently. Relationship and network capacities with physicians or sheltered workshops would help to tap into the target group, but they are difficult to develop. Overall, this study contributes to the literature by investigating inclusion of people with disabilities from the perspective of commercial fitness providers.

Recreational sports in prison: Inmates' perspective on coaching effectiveness

Lara Lesch (Bielefeld University), Milan Dransmann (Bielefeld University), Bernd Gröben (Bielefeld University) and Pamela Wicker (Bielefeld University)

Keywords: coaching expertise, instructor, athletes' outcomes, thematic analysis

Within prisons, sports shall contribute to the resocialization process, improving inmates' physiological and mental well-being (Battaglia et al., 2013; Psychou et al., 2019). To benefit from such outcomes, effective coaches play a central role (Turnnidge & Côte, 2020). However, working in a prison can be stressful for coaches, who are afflicted by the specific culture (Crawley & Crawley, 2008). In the literature, studies focusing on the providers of sport interventions in prisons are rare, with one exception investigating the experiences of sport students (Lleixà & Ríos, 2015). Given this research gap, the present study aims to examine inmates' perceptions about effective coaches. The main research question is: which factors of coaching effectiveness do inmates perceive to be important for coaches working in prisons?

The theoretical framework is based on the definition of coaching effectiveness by Côte and Gilbert (2009): Effective coaches need (1) professional, interpersonal, and intrapersonal knowledge, and should (2) help athletes to achieve outcomes, i.e., sport-specific competence, confidence, connection to others and character-development. Furthermore, it is important to consider (3) the specific coaching context. Previous studies indicate that coaches' behavior is related to the participants' engagement and motivation (Curra et al., 2015). Likewise, the perception of the coach as caring about participants' needs is associated with their positive development (Newland et al., 2019). Thus, coaches who work in prisons may potentially play a crucial role to support inmates in their resocialization process.

As part of a larger research project with four sport programs in a German prison, this specific study performed qualitative and semi-structured interviews with five inmates who participated in at least three programs. The interview guide protocol as well as the categories for the deductive thematic analysis are based on Côté and Gilbert's (2009) model.

Preliminary results suggest that inmates respect the coach if they feel the coach has professional knowledge. This feeling is not the result of a realistic assessment, but rather a conclusion because of "the way they spoke" or because one coach "has a doctor title". Interpersonal knowledge is perceived as important in regards to the specific prison culture. Notwithstanding, coaches' intrapersonal knowledge seems to be less important to inmates. The participants mentioned improvements of their sport-specific competences, and especially valued coaches who included physical pre- and post-tests. Even though two participants reported a higher general self-esteem after participating in the interventions, other participants did not consider the coaches' role on their general feeling of confidence as important. On the contrary, all participants valued the trustworthy relationship with coaches, especially in comparison to the interactions with prison guards and other inmates. According to the participants, the coaching context in prisons requires coaches to deal with aggressions, conflicts, and violence. Therefore, coaches must have a good sensibility about different moods and circumstances.

In summary, coaching effectiveness within prisons seems to be determined by interpersonal knowledge, increasing inmates' sport-specific competence level and connections to inmates, since they only have a small number of positive bonds to other people while in prison.

Job design in sport: A systematic review and future research direction

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

Keywords: job design, job characteristics, job crafting, volunteer, paid staff, SQLR

Job design refers to how work is structured, organised, experienced, and enacted (Morgeson & Campion, 2021). Leading job design theories discuss the characteristics of the top-down (e.g., job characteristics model theory, Hackman & Oldham, 1975) and bottom-up (e.g., job crafting theory, Wrzesniewski & Dutton, 2001) processes. These theories have been applied within the sport industry with success in offering insights on job design because sports jobs are different to others in terms of environments, domains and scope (Chelladurai & Kim, 2022). Although job design is considered a small part of human resource management in sport and recreation (Taylor et al., 2015), previous studies highlight the growing research interest in this area (Loghmani et al., 2021). This paper, therefore, consolidates extant studies on the job characteristics and job crafting components of sport related roles and provides a research direction agenda to further advance scholarship by using a Systematic Quantitative Literature Review (SQLR) approach.

Based on previous SQLR studies, the databases of Scopus, Web of Science, PsycInfo, SPORTDiscus and ProQuest were selected for searching relevant articles. Out of 5,974 retrieved documents, a total of 187 academic articles published in English journals between 1976 and 2021 matched the selected terms in title or abstract or keywords. Excluded documents were non-English articles (n = 461), not research articles (n = 865), duplicated articles (n = 169), non-sporting articles (n = 4,202) and conceptually irrelevant articles (n = 99). Following a deductive coding process using NVivo 12, results demonstrated that previous research has mainly focused on job characteristics (77%) compared to job crafting (23%). An accelerating trend of publications was observed from the year 2007, reaching its highest point in 2021 (29 articles) suggesting heightened academic interest in the topic. Moreover, findings revealed that articles investigating the social and contextual job characteristics have analysed data from European and North American countries, whilst task and knowledge aspects were more prominent across research in Asia. The emphasis in prior research is placed on (a) sport managers' 'task' and 'knowledge', (b) coaches' 'social', and (c) referees' 'contextual' job characteristics, and (d) athletic trainers' 'work-life crafting'.

Findings from the SQLR were used to develop two models representing the top-down and bottom-up processes of job design applied in sport. The top-down model illustrates that task and knowledge job characteristics create the attitudinal and behavioural outcomes; contextual job characteristics build only well-being outcomes; and social job characteristics predict a wide range of job outcomes. The bottom-up model highlights the significance of approach relational crafting, avoidance task crafting and work-life crafting, because they provide behavioural and well-being outcomes. Overall, the review delineated unique applications of job design in sport reflected by cultural biases, individual theoretical frameworks, specific job characteristics and job crafting and specific sport stakeholders. Future research should explore how sport volunteers working in organisations and events value the job characteristics and craft their jobs. It is also expected that future researchers examine two-way relationship between job characteristics and job crafting components along with moderating role of culture.

Motivators for women to pursue a career on the management-side of motorsports in the United States

Alexia Lopes (Saint Norbert College) and Haylee Mercado (University of South Carolina)

Keywords: women in motorsports; female managers; women in a male-dominated field
Despite evidence that women are effective leaders (Eagly, 2007; Glass & Cook, 2016), researchers have concentrated in investigating barriers that obstruct their path to move up the ladder given their underrepresentation in decision-making roles across industries (see Burton, 2015, for a discussion in sport management). These challenges have been reported to increase in traditionally male-dominated fields (Paustian-Underdahl et al., 2014), e.g., sport management (Sartore & Cunningham, 2007) and motorsports (Waltemeyer, 2018). These enhanced challenges stem, among other reasons, from gender stereotypes and assumed lack-of-fit between women and these environments (Heilman, 2012). Some of the enhanced challenges in these fields are negative expectations about women's capabilities, lack of mentoring and development opportunities (Campuzano, 2019); scarcity of female role models (Blickenstaff, 2005), and sexual harassment (Chamberlain et al., 2008). Thus, male-dominated fields are considered unfavorable environments for women to flourish professionally (Campuzano, 2019).

The present study took a different lens and explored the lived experiences of sixteen women who are decision-makers in US motorsports, e.g., managers in IndyCar teams, and their motivations to pursue a career in the industry despite challenges. In-depth semi-structured interviews were conducted, which lasted around 60min, and a thematic analysis with constant comparison was employed in the analysis of the data.

Firstly, findings evidenced the importance of interpersonal relationships in motivating participants to pursue a career in motorsports. The community in racing and the team element were major attractions for all the participants in the study. The racing community was described as constituted of unique personalities (i.e., overachievers), a family-orientation (i.e., racing family). The traveling circus was portrayed as a key peculiarity of motorsports and used to illustrate the close-knit community in the field as well.

Secondly, passion was suggested as a necessary to pursue a career in the industry because the racing lifestyle touches all aspects of one's life and is an extreme case of the permeability between personal and professional lives (Powell and Maniero, 1992). For instance, it entails relocations and trips all over the country, nonexistent "normal" Holidays, and a nonstop-work mentality. Although Doherty (2004) found that working longhours and weekends was an issue for women, participants in the study did not complain about the demanding lifestyle and it was depicted as a positive feature of their careers.

Finally, agreeing with the intense emotional relationship in sports (Stewart & Smith, 1999), participants depicted their why to work in racing using words such as, excitement, freedom, and high-risks. Feelings, emotions, and memories were defined as important motivators to pursuing a career in the industry despite challenges. Mercado (2008) advanced that the sense of security, i.e., familism, is found in sports, which was supported by participants' descriptions of motorsports as a constant in their lives, memories growing up, and connection to their fathers. Thus, the emotional bond is a key factor in shaping the career phases of women in motorsports (Waltemeyer, 2018). Further discussion of the findings and implications will be offered at the conference.

An investigation into the use of DEI signaling in professional sport job advertisements in Australia and the United States

Jeffrey D. MacCharles (University of North Texas) and Lauren C. Hindman (Stonehill College)

Keywords: Human Resources, Job Advertisements, Bias, DEI, Signaling Theory

The job advertisement is a common tool that organizations have used to promote their organizations to prospective employees through the recruitment process (Celani & Singh, 2011). Job advertisements also communicate to prospective employees who the ideal employee is for a particular role (Harper, 2012). With the growing importance of diversity, equity and inclusion (DEI) in sport organizations, (Cunningham, 2015; Moran, 2020), job advertisements can also be a vehicle for delivering overt or covert signals that demonstrate organizations value or de-value DEI. Professional sport organizations, which have long struggled with employee diversity (Spoor & Hoyer, 2014; Lapchick, 2021, 2022), should pay particular attention to how they are representing themselves to prospective employees. If they wish to improve the diversity of their staff, they must ensure that they demonstrate their commitment to DEI throughout the recruitment process. Thus, the purpose of this study is to examine the content of professional sport job advertisements for overt and covert signals of support or bias towards DEI.

This study draws from signaling theory, as organizational-level signals (such as brand messaging in job advertisements) can have an impact on an applicant's attraction to an organization (Celani & Singh, 2011). The inclusion of statements of support for DEI, or a detailed list of marginalized identities that are welcome in the organization, can operate as signals to job seekers that the organization is inclusive (Andreassen, 2021), which would be particularly important for attracting diverse candidates. While DEI statements are overt signals of inclusion within job advertisements, there can also be more covert signals of exclusion, such as the use of gendered language or stereotypes (Gaucher et al., 2011; Gomez et al., 2022). As such, this study will also draw from discrimination theories, including social dominance theory (Sidanius & Pratto, 2001) and social role theory (Eagly, 1987), both of which have previously been used to investigate biased language in job advertisements (Gaucher et al., 2011). The following research questions will guide this study's exploration:

RQ1: How do professional sport organizations overtly signal their commitment to DEI in their job advertisements?

RQ2: How is language used to covertly signal inclusion or exclusion in professional sport organization job advertisements?

RQ3: How do professional sport organizations in Australia and the United States differ in the way they overtly or covertly signal inclusion or exclusion in their job advertisements?

To answer these questions, a qualitative directed content analysis (Hsieh & Shannon, 2005) will be used to analyze professional sport job advertisements collected from common sport job websites in Australia (Sportspeople) and the United States (Teamwork Online). Job advertisements will be collected over a one-month period (July 2022) and coded using NVivo12. The directed content analysis is preferred due to the use of existing gendered and biased language frameworks for coding.

Theoretically, this study will contribute to the literature by applying theories of gendered and biased language to sport job advertisements. Practically, it will provide awareness to sport organizations to carefully consider how they construct their job advertisements in an equitable fashion.

Holding the Aces - the shift in the traditional sports broadcasting model

Peter Marcato (La Trobe University)

Keywords: mediasport, identity theory, mediatization, disruption

Sports broadcasting is big business worldwide and media rights contribute large amounts of income to professional sporting organisations. For example, the International Olympic Committee receives 73 per cent of its total revenue from the sale of broadcast rights (International Olympic Committee, 2021). For broadcasters, live sport provides large audiences for advertisers and networks (Gratton & Solberg, 2007; Hutchins, Li, & Rowe, 2019; Whannel, 2009), which has led to a symbiotic relationship between media and sport. However recent disruption has the potential to change the traditional broadcasting model. With a possible ceiling on sports rights for traditional broadcast outlets (Canning, 2017) and improvements in mobile and video technology allowing for streaming of live sport on digital devices (Hutchins et al., 2019), sports organisations are taking control of the broadcasting process. In some cases these sports organisations are choosing to broadcast via their own platforms, cutting out traditional broadcasters entirely.

This study proposes to use theories of organisational identity, digital disruption and mediatization to examine the changing role of sports organisations in sports broadcasting and the impact of this on the traditional mediasport relationship. Previous research has explored how European football clubs are transforming into media organizations through the establishment of their own broadcast channels (Borges, 2019; Borges, 2018). This study will examine how a national sporting body – Tennis Australia – is taking on the role of a media company in Australia. In particular, this project aims to explore if broadcasting the Australian Open has changed Tennis Australia's organizational identity. The project proposes to conduct qualitative interviews with key stakeholders in the process, including staff from the broadcast team in Tennis Australia, other key sports organisation staff, and traditional broadcasters. This presentation will frame the initial context and literature that underlines this PhD and outline the proposed methods. It will also explore the strengths and limitations of this approach.

The Professionalisation Tension in Women's Sport: The Case of Women's Basketball in Australia
Samantha Marshall (La Trobe University), Nicola McNeil (La Trobe University), Emma-Louise Seal (RMIT), Matthew Nicholson (Monash University) and Alex Donaldson (La Trobe University)

Keywords: Professionalisation of women's sport; Women's elite-sport; Barriers to women in sport; Low pay for elite women athletes

Over the past decade, women's elite-level sport has experienced significant growth in popularity, audience, media coverage, recognition, athlete salaries, sponsorship, and elite leagues (Symons et al. 2021; Lough and Geurin 2019; Bowes and Culvin 2021). Women athletes in elite leagues are increasingly viewed as professional, but often this label is aspirational rather than reflective of their lived experience. For example, elite women athlete's careers often comprise low wages with short-term contracts and no parental leave (Bowes, Lomax, and Piasecki 2021). They are rarely provided with professional working conditions which creates barriers to their career development.

Men in semi-professional leagues face similar challenges. Agnew et al. (2019) examined the men's South Australian National Football League (SANFL), a state league considered a feeder competition to the national Australian Football League (AFL). They found that male sub-elite players are expected to be professional and adhere to a code of conduct both on and off the field, even in the off-season, but are not remunerated for this considerable time-commitment as 'professionals' or for the full year. This incongruity between professionalization and remuneration is likely to be exacerbated for sub-elite and elite women athletes due to the inherent, gendered structural inequalities in elite sport. It is in this context – the gap between the aspiration for and the reality of women's sport – in which this research is situated.

This exploratory study uses Concept Mapping to examine the barriers experienced by female sub-elite and elite basketball players in Australia. Concept Mapping is a two phased mixed methods technique that highlights the participant's voice, allows for collaboration with research partners, and facilitates the development of conceptual frameworks (Trochim & McLinden, 2017; van Bon-Martens et al., 2014). Study participants were either sub-elite players, playing in the national Under 20s competition or the NBL1 state leagues in 2021 (n = 21), or elite athletes, playing in the WNBL and/or the Opals, Australia's national women's basketball team, (n = 11) in 2021. Participants in both groups separately brainstormed barriers they faced, sorted them into groups based on similarity of meaning, and rated them for importance and frequency.

The barriers that emerged from the participants' voice are connected to and couched within a nascent understanding of the professionalization of women's sport (Bowes and Culvin, 2021). For sub-elite players, barriers relating to sport-work balance were rated the most important and most frequently experienced. For elite players, it was low pay. Both these types of barriers link to the respective stage of professionalization of their leagues. This research adds to the understanding of how the current stage of professionalization in Australian women's basketball influences player experiences and explores the barriers to their career progression that result.

An assessment of the effectiveness of the National Football Curriculum in relation to Talent Identification and Development in Australia
Youssif Maximos (Victoria University)

Keywords: Football, Soccer, Curriculum, Pedagogy

Football Australia (formerly Football Federation Australia) initially produced the National Football Curriculum (NFC) in 2009 as a document that outlines a playing philosophy that all Australian players should follow (FFA, 2013). The NFC describes key technical and tactical foundations to the game of football that builds the coaching model and in turn player development in Australia. During the FIFA World Cup in 2006, the Australia Men's National Team was ranked 39th in the world, yet after the production of the 2nd edition of the NFC, the team dropped to 100th place (FIFA.com). FA's objective is to develop world class players that can compete at the highest level, yet the statistic shows otherwise (NFC, 2013). A lack of thorough research focusing on curriculum development in football opened opportunities to critically analyse its content and perceptions through a selection of technical directors and coaches to better understand the document's performance in relation to Talent Identification and Development. 1 former National Technical Director, 1 National Coach Education Manager and another Coach Education Manager from a member federation in Australia were specifically selected to participate in the study through purposeful sampling. These participants had thorough knowledge of the NFC as administering the document to all coaches in the country was core to their role at FA. A semi-structured interview method was used to examine each of their perspectives on perceptions of the NFC using first-hand evidence of their experiences on its successes and limitations. Findings revealed that there were evident misconceptions over the objective of the NFC, causing coaches nationwide, at all levels, to consider the document as a regulation of standards rather than a guide, which was the intention of the authors. Further research is needed to obtain first-hand evidence from a wider range of coaches in Australia in addition to a comparison to the methodologies used in nations who do produce world-class leading players.

Baselining a Blank Canvas: Sport Fans Receptivity to Messaging and Impact on Fandom
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(Texas A&M University) and Timothy Kellison (Georgia State University)

Keywords: environmental sustainability, sport ecology, consumer behavior, ascription of responsibility, responsiveness to messaging

The sport sector is engaged in an environmental awakening to address the pressing issues of climate change. Yet, practitioners are still unsure how their fans will respond to their organizations' environmental efforts (Casper et al., 2012; Todaro et al., 2022). The lack of research on fans' reactions to sport organizations' environmental efforts only perpetuates practitioners' negative reactions, which is unsubstantiated in the literature.

However, research on sport fans' (possible) negative receptivity to environmental initiatives is limited because the focus has primarily examined the positive responses to environmental efforts. For example, Kellison and Cianfrone (2020) found that fans may feel alienated by teams' environmental messages. Their work supports Trail and McCullough's (2018) study that lack of awareness, knowledge and interest in environmental sustainability are barriers to environmentally sustainable behavioral change. In addition, Todaro et al. (2022) found that proactive sport organizations perceived increased fan identification as a benefit to implementing environmentally sustainable operations and governance. These studies demonstrate that it is crucial to examine fans' perceptions of environmental efforts and the impact these efforts have on their fandom. Thus, this presentation aims to explore the antecedents of fans' positive and adverse reactions to the environmental sustainability efforts of their favorite team.

Specifically, we proposed that Lack of Knowledge and Lack of Worth predict the Importance of Reducing Athletic's Environmental Impact (H1a, H1b). Then, Importance would predict Ascription of Responsibility (H2). In addition, Perceived Fit between Athletics and Environmental Sustainability would directly predict Responsiveness to Environmental Messaging from Athletics (H3a) and indirectly through Ascription of Environmental Responsibility (H3b). Furthermore, we proposed that Attachment to Athletics would increase Responsiveness to Messaging (H4) above that of Athletics/Sustainability Fit. Finally, increased Responsiveness to Athletics would predict a Stronger Connection with Athletics (H5a) and reduce Supporting Athletics Less (H5b).

To test this model, we collected data from 429 football season ticket holders at a Division I FBS program in the southern United States. We found that the model fit adequately well ($\chi^2/df = 3.53$; CFI = .907; TLI = .894; RMSEA = .077; SRMR = .068) and that 8 out of 10 of our hypotheses were supported. Lack of Knowledge, Lack of Worth, Team/Sustainability Fit, and Importance explained 76.1% of the variance in Ascription of Responsibility. Furthermore, 61.5% of the variance in Responsiveness was explained by Fit, Ascription, and Attachment to Athletics. Lastly, the model explained 30.4% of the variance in Stronger Connection to Athletics and 19.9% in Support Athletics Less.

The model demonstrates that it can predict fans' decreasing support for athletics due to sustainability initiatives. In the presentation, we will discuss the importance of this model, its practical implications, and the differences between moderated models of respondents who reported that they would increase their connection with Athletics versus those who indicated that they would support Athletics less due to sustainability initiatives. We will also discuss future research about sport organizations that engage in socially or politically charged sustainability initiatives.

How is a gender equal national sport created? Analysing the progression of Australian association football

Joshua McLeod (Deakin University), Geraldine Zeimers (Université Catholique de Louvain), Jonathan Robertson (Deakin University) and David Shilbury (Deakin University)

Keywords: Diversity, Football, Case study

This paper focuses on the following research question: How is a gender equal national sport created? To address this question, a process-based, embedded-single case study is conducted on football in Australia.

Football in Australia represents a pertinent context in which to explore this research question. Dating back to the early 1900s, women's football in Australia has a long history. In that time, Australian women's football experienced considerable hardship, inequality, and discrimination (Crawford, 2021). Yet, presently, football in Australia has reached a point where it is among the most (indeed if it is not the most), gender equal football nation in the world. Whilst we do not assert that gender discrimination and disparity has been eradicated from Australian football, world-leading progress has evidently been made in areas such as equal pay, equal access and standards of facilities, and equal board representation (there is now a majority women on Football Australia's board) (The Age, 2021; Stevens, 2022). This progress has not happened overnight and has undoubtedly been the result of tremendous effort and resilience from players, coaches, administrators, directors and governmental actors. The aim of this study is to analyse exactly how this progress has been made, with the objective of learning lessons that may be transferrable to other sport and football contexts.

To frame our understanding of how football in Australia has achieved its gains toward gender parity, this paper uses the lens of institutional theory. We specifically draw on the concept of 'organisational work', defined as "the purposive action of individuals or organizations aimed at creating, maintaining and disrupting institutions" (Lawrence and Suddaby, p. 215). The recent reviews of Robertson et al. (2021) and Nite and Edwards (2021, p. 850) indicate that "sport scholars have provided few studies that show the process of how institutionalization resulted from specific actions." and a meaningful theoretical contribution could be made if "researchers could adopt process research methods that show how specific actions lead to institutionalization". Such research will be valuable in generating deeper insight into how certain institutions have been (and could be) disrupted to various extents (e.g., male-dominated nature of international football). This present study will help to address this key gap in the literature through its study of Australian football.

This case study research (Yin, 2017) will draw on a range of qualitative data collection methods including semi-structured interviews with a range of relevant stakeholders, focus groups, and analysis of relevant documentary materials. This still will adopt King's (2017) template analysis approach to analyse the data, which is appropriate, such as in the present study, when researchers are working with a particular theory in mind.

Ambassadorship in Women and Girls' Sport: The Case of Basketball in New Zealand

Linden Moore (Auckland University of Technology), Michael Naylor (Auckland University of Technology) and Mel Johnston (Auckland University of Technology)

Keywords: basketball, women in sport, sport marketing, ambassadorship

Women in sport is increasingly the focus of research (Rowe, 2019), encompassing participation, high performance, media and sport development (Rowe and Sherry, 2020). Included, is a line of research exploring why girls choose to participate (Flintoff and Scraton, 2003). Although there have been marked improvements recently in higher profile contexts, the marketing of women's sports has historically been organic and unstructured compared to male contexts. There's a need to consider an alternate approach to understanding how women and girls' sport is being promoted and by whom. We know that individuals perform marketing functions in community sport to drive interest but how they uniquely serve as "agents" has yet to be explored.

Basketball is one of the fastest growing sports in New Zealand (New Zealand Basketball, 2019) and greater participation among young women is a top priority moving forward. As more events are being staged that help introduce girls to basketball, this provides an ideal platform to learn more about who is driving women's sport forward, what activity they're engaged in and how effective it is. There is a breadth of individuals in various roles within New Zealand's basketball community, but the way in which they do this work seems to differ markedly. Currently there is no existing framework that can help make sense of the roles and behaviours of individuals driving women's basketball forward in New Zealand.

Ambassadorship will need to be conceptualised more broadly than it has been prior, for a community sport context. Ambassadors in women's basketball carry out important marketing functions while designing programs/campaigns, engaging directly with participants, posting content on social media and more. The literature to this point has focused mostly on paid ambassadorship (Turner, 2017), which is relevant, but doesn't capture the breadth of ambassadorial activity in women's basketball. To this end, the following definition has been derived from related literature to shape this project: An ambassador in community sport is a relatable and credible person in a position of influence. They are intangible assets performing a variety of marketing functions on behalf of the wider sport community.

Understanding the effectiveness of ambassadorship can be informed by existing theory. One example is Social Influence Theory, which captures how individuals in social networks are influenced by the behaviour and ultimately conform to the behaviour standards in a certain community (Venkatesh & Brown, 2001).

The first study in this pragmatic multimethod project is a typology of ambassadors that will frame the breadth of ambassadorial activity in community sport. The output of this typology will be a framework that distinguishes distinct ambassador types within women's basketball. This is likely to capture roles that are quite formally set out (paid staff at sport organisations for e.g.,) alongside those who are engaged more informally (coaches, elite athletes etc.). Overall, this typology will help us better understand who is doing important marketing work at grassroots in sport communities and specifically in women and girls' contexts. Creating the typology of ambassadors in women's community sport will be a multi-step process (Collier et. al., 2008). It will involve personal reflections, conversations with those in the basketball community, document/content analysis (i.e., strategic plans / promotional material), and engaging with scholars.

The findings from this study will guide subsequent phases of this line of research and ultimately insights will be shared with key industry partners to facilitate thriving sport communities.

It's About Choice, gIRL: Evaluating a Transformative Sport-For-Development Program for Young Girls

Michael L. Naraine (Brock University), Shannon Kerwin (Brock University), Megan Piché (Brock University) and Anna Wojtis (Brock University)

Keywords: sport retention, program evaluation, women and girls, Canada

Trussell et al. (2021) outlined that research examining sport participation is defined by engagement in sport by a specific demographic of individuals (cf. Berger et al., 2008). Specifically, sport participation has been explored within participant samples of those who are affluent, white, and have geographic access to programmes (Berger et al., 2008). As such, it is increasingly relevant to address factors related to sport participation for individuals who occupy marginalized populations (Trussell et al., 2021). Moreover, the barriers to sport participation among girls and women have been studied to a large degree (Sherry & Rowe, 2020); however, relatively little is known about the effectiveness of programs designed to remove barriers and influence girls' attitudes and behaviors toward sport participation. Thus, the purpose of this study was to identify which elements within a structured program are most influential in increasing positive affect towards participation for girls, specifically those who face multiple barriers (e.g., social, cultural) to ongoing sport participation. To serve the purpose and frame discussion of the results, Marra's (2005) dimensions of assessment of the equality of opportunities and the equality of outcomes related to programs designed to contribute to gender equity were adopted.

Data were collected via 51 surveys administered via iPads to two sport-for-development (SFD) programs. The 9-week program, also known as gIRL (girls In Real Life), featured sport skill development, workshops with community members, and social components (e.g., group meals) for girls aged 6-15. Participants were asked about their age, race, and grade, the number of friends and mentors they had in the program, as well as items pertaining to the program scored on a 5-point Likert scale. Additionally, participants were asked about four potential influencing factors to their future sport behavior: choice of sport programming, friendships with others, presence of role models, and confidence in physical abilities. Data were imported to IBM SPSS 27 and analyzed; descriptives, mean scores, regressions, and ANOVAs were performed to ascertain key insights. Of the four potential influencing factors, participants across age and race perceive that their ability to choose sport programming as a critical influencing factor in shaping their future sport activity ($p < 0.05$). Although the other three factors were not statistically significant, there should be some reflection on the confidence in physical abilities, too ($p < 0.1$). In this spirit, many of the participants identified that their sport behaviours outside of the gIRL programming were in their neighbourhood at a local basketball court or playing field, with some identifying school sports as another domain where activity carried over (but notably not organized league play). This would suggest that the gIRL program should solely be an in-house, internal program, but extend into the community and provide ongoing development to girls from marginalized populations. Related, the older participants are, the more friends they are likely to have ($p < 0.05$), which suggests that establishing positive sport behaviors and empowering girls with sport activity choices can create the potential for transfer as their social network increases over time. These results will be discussed in relation to previous research on sport participation for girls and women (see Trussell et al., 2021), and will be explained according to Marra's dimensions of adaptation and interdependencies within effective program evaluation for girls.

Holistic Event Leverage Model: Deepening the Sport Event & Tourism Leverage Ecosystem

Bri L. Newland (New York University) and Thomas J. Aicher (University of Colorado)

Keywords: Leveraging, Sustainability, Triple Bottom Line, Sport Events and Tourism

Frameworks are well established to explore economic and social impacts (Chalip, 2006; 2017), and World Tourism Indicators (WTO, 2004) have been used to examine sport events and tourism environmental impacts. Rather than focusing solely on impacts, researchers transitioned toward event leverage (Chalip, 2017), with an emphasis on leveraging the destination's event portfolio (Ziakas, 2020). Triple bottom line (TBL) scholars research measured the impacts of the event size - mega (e.g., O'Brien & Chalip, 2007), major (e.g., Fairley et al, 2011), and small, (e.g., Hede, 2007). Others explored social impacts (e.g., Chalip, 2006), especially those dedicated to enhancing sport participation through events (Chalip et al., 2017). Environmental impact literature largely examined the spectator sport context (Triantafyllidis & Kaplanidou, 2019), with some attention given to active sport events (Davies et al., 2019) and ecotourism (Newland et al., 2021). Newland et al. (2021) extended the WTO's indicators to include education and literacy (environmental), political/special agenda (social), and economic development (economic). However, despite the expansion, the indicators do not fully capture a holistic picture incorporating the impact of sport events and tourism.

Thus, we propose the Holistic Event Leverage Model (HELM) as a framework for examining the macro-meso-micro leveraging opportunities for sport events and tourism. To not consider a layered approach limits leveraging opportunities at various levels; something largely ignored in prior research. The ecosystem, as described here, incorporates a more nuanced illustration of the factors that can be leveraged from an event portfolio beyond the TBL to include factors like entrepreneurial, human, intelligence, etc. impacts. The HELM builds on the literature and takes into consideration the leveraging opportunities impacting a country, a region, a community, and an individual. At the macro level, there are opportunities to leverage global relationships, attract foreign business, and entice countrywide flow on tourism. The macro impact is realized at the national/federal level, and likely has flow on outcomes at meso and micro levels. The meso level provides opportunities to leverage regional and local relationships, grow and support local business, and entice spend and extended tourism. The impact is realized at the regional/local level with flow on outcomes at the micro level. Finally, at the micro level, there are opportunities to leverage the individual relationships, grow and support community businesses, and entice spend and extended stay at the local level.

The HELM also extends the leverageable categories beyond the TBL of sustainability to include economic, social, environmental indicators, and consider sustainability more in line with the 17 goals outlined by the United Nations (United Nations, 2022). Doing so, allows destinations to use sport events as leverageable tools that influence and support their broader communities at all three levels rather than the micro level predominately focused on within the literature. We extend the TBL to include entrepreneurial (Hayduk, 2020), human (Conceição et al., 2020), urban (Aditjandra, 2013), and political (Butler & Aicher, 2015) factors that can be leveraged via events. We further examine the literature and discuss conceptual framework of the HELM and how it can be used in future research.

Analysing Inclusion Policies for Transgender Women in Elite Sport from a Human Rights Perspective: A Case Study on Australian 'Rules' Football

Matt Nichol (Central Queensland University), Catherine Ordway (University of Canberra) and Damien Parry (University of Canberra)

Keywords: Transgender women, human rights law, inclusion, fairness in sport, competitive advantage

The regulation of sport is commonly based on categorising competitions according to the binary classification of sex as male or female. This policy was clarified in 2004 when the International Olympic Committee's Stockholm consensus permitted the participation of transgender people in sport (IOC 2004). In recent years, the rights of gender diverse people and transgender women to compete in 'elite' sport has attracted much media, and recently, political, attention. In Australia, extensive consultation and a partnership between Sport Australia, the Australian Human Rights Commission and the Coalition of Major Professional and Participation Sports resulted in the "Guidelines for the inclusion of transgender and gender diverse people in sport" (Sport Australia, 2019). These guidelines, and the anti-discrimination legislation in place, has generally been reflected in the inclusion policies of National Sporting Organisations (NSOs) (or Sports Governing Organisations ('SGOs')). However, despite recognising the rights of gender diverse and transgender athletes to play sport at the community level, transgender women continue to be excluded from some elite sports on the basis of perceived 'competitive' advantage or safety risks to competitors. The primary research question explored here is whether exclusion on these two grounds not only violates equality laws (eg. discrimination statutes) but also the human right to participated in sport that is recognised by Australian law, international law and global sports law. We adopt a traditional legal methodology that utilises a doctrinal approach (Hutchinson & Duncan, 2012) to analyse the Australia Football League's ('AFL') regulation of transgender participation in elite Australian 'rules' football competitions. This is a normative and case study approach where the investigators triangulate their study by sourcing data from legislation, case law, media and scholarly work. Data is then interpreted based on the investigators' legal training and arguments formulated. To narrow the methodological and legal focus, human rights law and theories of ethics (Ethics of Care, Gilligan 1982) are the analytical tools for assessing the inclusion of gender diverse girls and women in elite AFL competitions. This legal methodology supports a case study of the AFL's efforts to balance fairness and inclusion by analysing the AFL's two gender diversity and inclusion policies that govern community and elite women's football competitions. The presentation will focus on the content and application of the Gender Diversity Policy - Elite Football (AFL 2020) to the Australian Football League Women's ('AFLW') and second tier state leagues. Proposed reforms to the AFL's gender diversity inclusion policy will be made with the aims of enhancing the inclusion of gender diverse and transgender women in Australian 'rules' football though the promotion and protection of the human right to participate in all forms of sport

When taking part is a win in itself - refugee women as sporting role models

Stephen O'Grady (Bond University), Danny O'Brien (Bond University) and Lisa Gowthorp (Bond University)

Keywords: Refugee women, role models, Pierre Bourdieu, organised sport, social inclusion
Women from refugee backgrounds (WRB) encounter multiple constraints to their involvement in sport while resettling in a host country (Block & Gibbs, 2017; Cortis et al., 2007; Farello et al., 2019; Olliff, 2008). The need, therefore, for government-led strategies and sport sector initiatives that reduce social marginalisation and create opportunities for involvement is persistent (Coalter, 2007; Foley et al., 2011). This study, a Queensland Government-supported project, investigated how involvement in sport affected the resettlement of WRB in Queensland, Australia. The research examined how 41 WRB, mainly from the Middle East and Africa, got involved in sport and the constraints and benefits they associated with involvement. Data were collected using a combination of focus groups, one-to-one interviews and participant observation.

Bourdieu's practice theory (Bourdieu, 1977, 1986; Bourdieu & Wacquant, 1992) informed the research, with derivative sub-concepts of bonding social capital (Putnam, 2000) and linking social capital (Woolcock, 2001) effective in making sense of intracultural relations among WRB within the field of sport. Following data analysis, when concepts and categories were derived deductively and inductively, a number of respondents were identified as active cultural intermediaries who had built bridges between their refugee communities and sport organisations in Queensland. Further investigation, informed by scholarly studies on (sporting) role models (Lyle, 2009, 2013; Meier, 2015; Payne et al, 2003; Ronkainen et al., 2019; Vescio et al., 2005), revealed key characteristics and functions of role models within this group. These included concepts of similarity, comparability, attainability, accessibility, negotiation and diplomacy.

All respondents with role model attributes had been involved in organised sport, suggesting it to be an environment suitable for the development of role models among WRB. Through their continued involvement and progress in sport, they had displayed to their peers behaviour which was acceptable to copy, which transmitted the message it could be done despite personal circumstances, offered evidence of benefits that might be achieved through emulation, and illustrated that gender, ethnicity and refugee status did not have to be barriers to involvement (Lyle, 2009). In particular, as 'coping models' who overcame adversity while maintaining cultural authenticity, they were more relevant and identifiable to their peers than women who mastered the skills of a given sport (Meier, 2015; Vescio et al., 2005).

It is suggested that carefully constructed role model programs in sport can have a profound effect on future involvement of marginalised groups like WRB, particularly where policymakers and program developers take the initiative and proactively address sociocultural setting and motivation for change at program design stage (Lyle, 2009). Targeted recruitment campaigns and enhanced community standing are among the prospective rewards on offer to clubs and teams. Such initiatives may also drive the kind of adaptation that is increasingly required across the sport sector to effectively deliver to a wider, evolving population (Eime et al., 2020).

Organised Sport: This could be the start of a beautiful relationship

Stephen O'Grady (Bond University), Danny O'Brien (Bond University) and Lisa Gowthorp (Bond University)

Keywords: Sport organisation, social relations, bonding social capital, sport benefits, refugee women
The upshot of social relations and how they are forged is a regular focus of academic research on resettling refugees, often with the aim of precluding marginalisation (Berry, 1997; Foley et al., 2011; Phillimore, 2011). Guided by the concept of social capital (Bourdieu, 1986; Portes, 1998; Putnam, 2000), this work focuses on the nature of relationship development achieved by women from refugee backgrounds (WRB) through their involvement in organised sport.

The present study, a Queensland Government-supported project, examined how involvement in sport affected the resettlement of WRB in Queensland, Australia, drawing on seven focus groups, ten one-to-one interviews and participant observation. Through an application of Bourdieu's master concepts of field, habitus and capital (Bourdieu, 1977, 1986; Bourdieu & Wacquant, 1992) three conceptual categories (health and wellbeing, skills and competencies, relationship development) emerged to explain the benefits that 41 total respondents, primarily from the Middle East and Africa, associated with sport involvement. Five dimensions of relationship development emerged and were conceptualised as 'types of relationship development' (limited, initiated, built, extended, evolved). The different types of relationship development were mapped onto three progressive stages of sport involvement (entry points, continued involvement, sporting progress). Recognised components of structured sport, such as registration, routine training sessions, relations with coaches, and commitment to team ethos underpinned and, at times, compelled positive relationship development for respondents.

Identification of distinct types of relationship development represents a significant contribution to the burgeoning knowledge around benefits to be obtained (or not) by WRB through sport involvement. Where relationship development was 'extended' and 'evolved' through sport involvement, the potential for WRB to access practical support which impacted outside sport and to grow personally was evident. This highlights a need for public sector and sport governance actors responsible for policy and program development, as well as club coaches and personnel to build awareness of sport's potential benefits to members and to facilitate continued involvement and progress for all involved (Spaaij et al., 2021).

The study findings, however, revealed an impasse encountered by numerous WRB at or just inside the entry points of sport organisations, meaning they could not access sport or struggled to maintain involvement once the entry point had been negotiated. About 50% of respondents in this study described such an experience and were associated with 'limited' relationship development. These were primarily mothers, aged 30 and older who had low English language proficiency. The study builds on previous scholarly research focused on the value of certain types of social relations to voluntary and forced migrants when resettling in a host country (Wessendorf & Phillimore, 2019). It contributes to the debate about purported benefits of social networks based on shared activities and mutual trust (Hoye & Nicholson, 2012; Tonts, 2005). Further, a comparison of 'limited' relationship development with 'evolved' relationship development extends nuanced understanding of how bonding social capital is experienced (Putnam, 2000; Vergani et al., 2021).

Understanding the participation of Faith Based Organisations in Local Sport Integrity Frameworks (ACT Pilot)

Catherine Ordway (University of Canberra), Adam Masters (Australian National University), Lisa Kihl (University of Minnesota), Bram Constandt (Ghent University) and Genevieve Lim (University of Canberra)

Keywords: integrity sport FBO system framework

The importance of establishing foundational values and ethics in a sport integrity framework has been well established (Ordway & Opie 2016). The mechanics of sport integrity systems at the local level and the complexity of their environments has not been fully explored. Kihl (2022) conceptualised a national sport integrity system, based on the work by Huberts & Six (2012). Kihl's system is comprised of three main components: sport actors, internal environment, and external environment. The internal environment involves organisational characteristics and ethics management that must work in harmony within the system.

Faith-Based Organisations (FBOs), typically operating through rigid religious organisational structures and overt values driven internal environments, not been considered in the context of strengthening sport integrity frameworks. Internationally, 50% of education and health services are provided by FBOs (Grills 2009). In 2010, almost one third of Australian school-aged children attended non-government schools, and, of that number, 90% were enrolled in FBO schools (Buckingham 2010). Globally, enrolments in Catholic and other Christian educational institutions alone are tentatively estimated at around 100 million students (Wodon 2021). While the values of FBOs may in some cases conflict with achieving high performance outcomes (Nite 2013), it is important to include FBOs in assessing local sport integrity frameworks.

A multi-case study design (Yin, 2014) was used to examine Coalition of Major Participatory Sports (COMPS) in the Australian Capital Territory (ACT). COMPS members are Australian rules football, basketball, rugby union, rugby league, football (soccer), cricket, hockey, netball, and tennis). Publicly available policy and governance information from the nine COMPS sports at the State Sporting Organisation (SSO) level and across almost 100 clubs was reviewed (desk top secondary data). Primary data was collected through 26 semi-structured interviews with administrators "responsible for integrity" within those clubs and SSOs. Interview selection across the COMPS sports aimed to achieve a cross-representation by type of sporting organisation (school, university, community, regional, gender based, or SSO), in addition to an ACT Government representative. Following the interviews, the experiences of administrators in different sporting entities were compared for commonalities and themes drawn out relating to approaches to defining integrity, reducing risks and addressing structural complexity.

The findings showed local sport integrity frameworks operate on multiple levels and dimensions. Individuals, often volunteers, responsible for promoting integrity and responding to issues were unaware of this environmental complexity. For example, at a micro-level, a sporting club within a FBO school can be accountable to three or more tiers of sport governance (international; national; regional; local; district etc.); as well as multiple levels within the FBO (international; national; diocese; parish; a religious order (e.g., Jesuits)); to sporting stakeholders and the ACT Government – both through Education and Sport departments/ ministries. This level of complexity has not elsewhere been captured or analysed in the integrity context.

Our research has uncovered interesting innovations and consistent approaches across many clubs and SSOs. It has identified that SSOs and Clubs require tools to assist them to evaluate and embed integrity within the system in the ACT.

(Re)scheduling as a climate mitigation and adaptation strategy

Madeleine Orr (Loughborough University London) and Jessica Murfree (Texas A&M University)

Keywords: sport ecology, climate change, scheduling, adaptation, events

Climate change has presented a new suite of health and safety, legal, and operational challenges to which the sport sector must respond (McCullough et al., 2020; Orr et al., 2022). At the same time, many professional leagues and sport federations are adopting environmental strategies that include emissions reductions, such as the UN Sport for Climate Action Framework's Race to Zero, which will see its signatories halve emissions by 2030, and reach carbon neutrality by 2040 (UN Climate, 2020). In this enlightening talk, we argue sport schedules should be reconsidered in light of climate change, and conceptualize rescheduling as both as a mitigation strategy (i.e. a way to reduce emissions linked to sport) and an adaptation strategy (i.e. to respond to current and future climate hazards such as extreme heat, storms, and wildfires, while minimizing damages and costs; Orr & Inoue, 2019; Orr, 2021).

Traditions associated with the sporting calendar are so strongly entrenched, they are not often changed or challenged (Olya, 2019). However, traditional sport schedules are not inevitable. Maintaining the status quo, and foregoing new decision-making, can be attributed to inertia (Samuelson & Zeckhauser, 1988). To overcome inertia, Hoffman (1999, p. 353) suggests it takes one or more "disruptive events" to catalyze organizational change. These can include environmental events, which Hannigan (1995) categorized into three types: milestones (e.g., Earth Day), catastrophes (e.g., oil spills), and legal/administrative happenings (e.g., parliamentary hearings). The purpose of this conceptual paper is to examine how scheduling inertia in sport was overcome in response to the catalyst of COVID-19 in 2020, and to map how climate change might present additional catalysts in the form of catastrophes (e.g. storms, extreme heat) and legal/administrative happenings to which sport organizations must respond. To accomplish this, we adopt McInnis' (2011) method for conceptual contributions which includes stating our argument's premises, acknowledging our assumptions, and advancing "evidence that is credible, unambiguous, consistent with the stated conclusion, and not subject to fallacious reasoning" (p. 138).

The overwhelming evidence we share indicates the climate crisis, and its trademark extreme weather events, is accelerating and will worsen in the future (IPCC, 2021). While previous research examined climate adaptation options such as new facility builds (Kellison & Orr, 2020), the present work identifies several cases where suitable weather conditions could be found just a few hours or days away to demonstrate the potential for rescheduling as an adaptation strategy. Equally, modeling research shows emissions reductions could be achieved if leagues rescheduled their seasons to reduce travel distance and frequency (Wynes, 2021).

The implications of rescheduling in response to climate change would be vast. For instance, rescheduling to avoid predictable weather extremes might benefit player health and could reduce the number of cancelled and postponed games (Murfree & Moorman, 2021). However, scheduling changes would likely also carry financial (e.g. ticket sales), broadcast, and operational (e.g. staffing, facility use) implications that would have to be adapted. Further research, to be discussed, is needed to address these implications.

Are athletes credible messengers on climate? Madeleine Orr (Loughborough University London)

Keywords: sport ecology, climate change, athlete activism, social media

Athlete activism describes political, social, or environmental problem-solving actions of athletes with the goal to raise awareness for certain issues and to ultimately create positive change (Choi, Haslett & Smith, 2019). The potential of athletes to “raise awareness to a broad audience” (Trendafilova et al., 2013, p. 310) derives from the fact that many people are involved in sport as participants or fans. However, some critics suggest that while athletes may have a large platform, they are neither intelligent nor informed enough to voice credible opinions on political issues (Butterworth, 2014; Gill, 2016; Sanderson et al., 2016). Existing research on athlete activism has offered some understanding of public responses to their activism, but only recently have researchers begun to examine the perceived credibility of athletes as advocates of social causes (e.g. Sappington et al. 2019) and to date, no research has examined athlete credibility on environmental issues such as climate change. Individuals engaging in climate activism have specific hurdles to clear in reaching their audience and achieving some degree of credibility. Recent research has found that climate communicators may be judged for inconsistency between their behavior and advocacy. For example, professional athletes’ jobs typically involve a considerable amount of travel, and this perceived hypocrisy can be a deterrent from advocating on climate issues (Orr, 2022). Research on do-gooder derogation has found that exemplary environmental behavior among advocates (e.g., adopting a vegan diet) can lead people to feel defensive about their own shortcomings and reject the exemplar (Kurz, Prosser, Rabinovich & O’Neill, 2020), particularly if they feel the action is disingenuous or performative. The present research sought to identify which factors influence perceptions of athlete credibility on climate issues. A survey was administered to a Prolific panel of U.S. residents ($n = 500$) to examine the perceived credibility of five professional athletes (3 men, 2 women) who used Instagram and Twitter to advocate for climate action. With permission from the athletes, participants were shown actual posts by the athletes and asked to respond to Sappington et al’s (2019) items measuring affective responses to the posts, and Attari et al.’s (2008) credible messengers scale. The survey also included scales on environmental consciousness, sport fandom generally, and questions to assess familiarity with the athlete and perceived appropriateness of the medium (e.g. Twitter, Instagram). Findings revealed that overall, athletes are perceived as somewhat credible messengers on climate change ($M = 3.55$, $SD = .67$), however, participants emotional responses to this activism were very mixed ($M = 2.42$, $SD = .99$). Familiarity with the athlete, fandom, and environmental consciousness were all weak predictors of perceived credibility. Participants agreed ($M = 4.00$, $SD = .81$) that Twitter and Instagram were appropriate mediums for athletes to advocate for climate action. These findings may be used by athletes and their representatives to craft persuasive climate messages and increase their credibility as climate activists.

Disrupted Competitive Balance in European Professional Soccer - Trends, Effects and Fields of Action

Kristopher Pantani (FernUniversität in Hagen) and Christian Geyer (FernUniversität in Hagen)

Keywords: Competitive Balance, European Professional Soccer, Covid-19, Salary cap, Super league

It is well known that soccer leagues need a certain degree of competitive balance in order to survive and flourish. Without uncertainty over the outcome of individual matches and league championship, leagues can become predictable and boring (Schreyer et al. 2018). The economic problem is that sport leagues form natural cartels in which matches are played between teams with asymmetric market power. A lack of competitive balance additionally means that the league risks losing viewers in the long run (Ramchandani et al. 2018; Vrooman 2015). Unbalanced leagues also result in other risks, such as: threat of bankruptcy, of lagging clubs; the threat of rival leagues and increased risk as a result of large income gaps within and between leagues. Various studies show that the competitive balance in the European soccer leagues is steadily declining. The UEFA Champions League provides an illustrative example. Whereas there used to be a large number of teams competing for the Champions League title in former years, today a few clubs from the major soccer nations dominate this competition. This domination also has a significant impact on the national leagues of the top teams, because the high international premium payments are leading to a sustained decline in the sporting and economic balance in the "home leagues" (Haan et al. 2007). In addition, the high premiums mean that participation in European competitions is the top priority for many clubs and national competitions are falling in the background (Wagner et al. 2021). Among other things, this contributes to an increasingly heterogeneous distribution of relative playing strength among the clubs in the national leagues and to an increasing conflict of interests between all the groups involved in professional soccer. The trend of declining competitiveness is further reinforced by current developments. On the one hand, actual events such as the Corona pandemic (e.g. recently published club financial statements and other reports suggest that the financial and sporting imbalance in European soccer continues to grow due to the corona pandemic) directly influence the competitive balance, on the other hand, planned reforms that are currently discussed, such as the introduction of a salary cap or the foundation of a new Competition, called the 'Super League', in which only top clubs in Europe participate, could also have an impact (Littkemann et al. 2021; Geyer und Pfister 2021). In this paper, we first perform club analyses. For this purpose, we use external data (e.g. Transfermarkt.com) to examine the connection between the clubs' financial status and their sporting success. To identify current trends and proposed solutions that relate to or are caused by the competitive balance in European football, we examine sport magazines and newspaper articles. Finally, we review instruments proposed in the literature to improve the situation, discuss them and test them for their suitability.

Gender Bias Language in Australian Sport

Melissa Pearson (La Trobe University), Ashleigh-Jane Thompson (La Trobe University) and Geoff Dickson (La Trobe University)

Keywords: Gender, Language Bias, Gender Stereotypes, Australian Sport

Gender biased and sexist language is an important contributor to gender inequality in Australian sport organisations. Language is important for at two reasons. First, language generates gender stereotypes and gender discrimination (Formanowicz & Hansen, 2022). Second, language is the most accessible and efficient tool for transmitting culture (Leaper et al., 1998). Hence, gender-biased language represents both part of the problem and part of the solution. The elimination (or more realistically the reduction) of gender-biased language augurs well for reducing implicit and explicit bias, discrimination, harassment, and both partiality and bullying. There are studies on gender-biased and sexist language in sport. Formanowicz & Hansen (2022) reviewed research findings on linguistic means of communicating gender stereotypes and gender hierarchies. Yip (2018) examined gender bias in online coverage of professional tennis. Evans and Pfister (2021) did a systematic narrative review on women in sports leadership. McCarthy (2022) assessed YouTube comments and women's professional street skateboarding. Messener, Duncan & Jensen (2012) looked at gendered language of televised sports. Parks & Robertson (2002) reviewed the gender gap in student attitudes toward sexist/nonsexist language. There are calls from scholars to improve linguistic habits and promote awareness of the multiple negative consequences of biased language (Yip, 2018; Formanowicz & Hansen, 2022; as above, etc.). In this presentation we explore the ability of the Theory of Normative Social Behaviour, and more specifically personal, injunctive, and descriptive norms, to explain a person's propensity to utilize gendered and sexist language. We conclude by proposing four sequenced studies to explain where gender-biased language is used, how it is used, and why it is used. Practically, the proposed studies will inform the development a social marketing and education campaign to reduce the use of gender-biased language in Australian sport organizations.

The Impact of Social Responsibility on Sports Management: An Evidence Synthesis Approach

Matthias Pfister (University of Hagen)

Keywords: CSR, social responsibility, sports management, systematic literature review

Corporate Social Responsibility (CSR) has gained a more highlighted role in many societies. However, as the ecological dimension of CSR has already seen a lot of attention in the academic field (McCullough et al. 2020), this study focuses mainly on the social aspects of CSR. Therefore, the purpose of this article is to describe and critically review the current state of research in the field of social responsibility in professional sports to develop a comprehensive understanding of current and future fields of interest. To answer the research question I conducted a systematic literature review following Cooper and Hedges (2009) and Tranfield et al. (2003). Through an iterative process, I expanded the search terms and applied inclusion and exclusion criteria to determine 45 relevant studies to include in the analysis. The descriptive analysis includes publication year (from 1993 to 2021), journal type (mostly sports management journal with a focus on 3 to 4 main journals in that field), and research approaches (qualitative, quantitative, and mixed approaches). The underlying theories in the sample differ widely from Stakeholder Theory (Breitbarth/Harris 2008) to the use of a Grounded Theory methodology (Anagnostopoulou et al. 2014). The first result of the review is the need for a more theoretical approach rather than a descriptive account of conceptual developments. Secondly, to go beyond a mere descriptive reporting of evidence, it is necessary to conduct an interpretative and explanatory synthesis. Screening the collected data from the sample and their findings to develop different clusters of social responsibility. The second finding is the heterogeneity of the methods, samples, and fields of research even within this narrower subject. Nonetheless, you can create three clusters. The first cluster analyses a variety of social aspects, e. g. the impact of social responsibility on various stakeholders (Gibson et al. 2012) or methods to integrate social aspects into management systems (García et al. 2021). The second cluster discusses ethical matters e. g. corporate governance (Slack 2014) and moral leadership (Constandt et al. 2020). The last cluster looks at diversity especially revolving around gender (Valenti et al. 2020), religion (Maxwell et al. 2013) and ethnicities (Smith/Hattery 2011).

A multi-group analysis of moderating effects on gambling motives influencing online gambling models of undergraduates in Thailand

Paak Phantumabamrung (Thammasat University) and Thee Trongjitpituk (Thammasat University)

Keywords: Gambling Motives, Online Gambling, Undergraduates

To compare and examine moderating effects of genders and online gambling behaviors on gambling motives influencing online gambling models of undergraduates in Thailand.

This study was a quantitative research using a five-point Likert scale questionnaire with reliability value at 0.874. Data were collected by approaching purposive selection and quota sampling.

Thailand was divided into 6 regions and collecting data from the 70 samples experienced with online gambling in each region. Multiple-Group Analysis was used to analyze the data by categorizing each moderator into two subsamples.

Although moderating effects of the most moderators on the gambling motives influencing online gambling models were significant differences (genders: $X^2 = 28.58$, Frequencies: $X^2 = 27.216$, experiences: $X^2 = 31.084$ and expenditures: $X^2 = 14.65$), there was only online gambling activity between sport betting and casino games showed no a significant difference ($X^2 = 0.504$). All gambling motives without challenge played crucial role in online gambling in all models. Despite the significant influence of challenge on only two subsamples moderating of gambling experiences, the subsample with over 3 years gambling experiences was influenced negatively.

Interestingly, although socialization had the lowest mean value, the coefficient analysis indicated that it was the most significant variable influencing female ($\beta = .634$) compared to male ($\beta = .242$). Due to maturity, the female undergraduates may be influenced by acceptance, imitation and conventionalization from surrounding societies to gamble online (Lee

et al., 2005). Moreover, winning had a powerful correlation with online gambling among the subsamples regarding as heavy behavioral gamblers. It was the primary motive because there was a strong link between monetary desires and online gambling. These segments were likely to demand for enhancing wealth because they were in the current period of education. Hence, the gamblers could be considered as investors that they desired high returns from investments (Platz & Millar, 2001; Rodriguez et al., 2014). However, based on the result, even though online gambling was considered as a recreational activity, the undergraduates may not take part in for fulfilling fun or enjoyment because of high risks of gambling. They were likely to gamble online with carefulness and concentration (Neighbors et al. 2002). On the other hand, in spite of the different natures of online gambling activities, there was no a significant difference between sport betting and casino games. Exception of socialization and winning, escape significant influenced online gambling identically. The undergraduates may face with psychological tensions from educational or financial pressures. Consequently, online gambling without activity preference could act as a stress reliever to alleviate negative feelings (Steward & Zack, 2008; Lee et al., 2014).

Extrinsic motives had considerable stronger influences on all models especially heavy behavioral subsamples. Challenge was the intrinsic motive that had no mostly influences on moderators. In addition, sport betting and casino games which were the most preferred were motivated similarly. Therefore, it is beneficial for educational institutions to provide campaigns for acknowledging negative outcomes to alleviate transforming to probable pathological gamblers.

Larry Nassar: Could It Happen Here?

Alison Susan Quigley (QUT), Victoria Roberts (University of Melbourne) and Virginia Klemm (Macquarie University)

Keywords: Larry Nassar; child sex abuse; survivors in sport; Athlete A; managing change

As sports administrators and managers, we want to feel assured our athletes are safe from child sexual abuse (CSA). Equally, if abuse does occur, we do not want to encourage or perpetuate further harm by mismanaging the organisation's responses to reports of CSA. The high profile case of American sex offender Larry Nassar, a doctor who offended across three decades, and is now imprisoned for life, focused attention world-wide on the role that sport organisations play in the prevention and management of CSA. Nassar's offending was online, offline and in the course of his work, both in the community and in elite sporting organisations. His victim count is estimated at 350 but could be as high as 500.

In this study we examine whether gymnastics in Australia has an offender analogous to Larry Nassar. And if so, what role have Australian sport organisations played in the nature and degree of those transgressions?

Through a longitudinal qualitative case study of gymnastics in Australia, we aim to understand: (1) the nature and prevalence of CSA convictions in Australian gymnastics; (2) the sporting institutional responses in each case; and (3) using a trauma-informed lens assess the degree to which the institutional response to the CSA may have helped or hindered the survivor.

To achieve these aims, we will collect publicly available information including print media, press statements, court documents, and official organisational and institutional reports to determine how many convictions there have been in Australian gymnastics. We will then tabulate this data and categorise it into five fields: the identity of the offender, the date when the offending was first recognised, the date of convictions, the nature of that offending, the number of established victims, and an estimate of potential victim counts where this information is already located in the literature. Second, we will analyse the tabulated data to examine institutional responses to this offending. Specifically, we will consider the extent to which the conviction gave rise to any observable regulatory, normative and/or cultural-cognitive change (Scott, 2013).

Finally, we will assess the degree to which those responses might help or hinder a survivor. Since there is no typical 'survivor' and responses are individualistic, we evaluate literature and research on best-practice trauma-informed responses. Once we have arrived at a best-practice evaluation tool, we apply it to our data to ascertain the degree of harm or benefit likely to be promoted by an organisation's specific response to reporting of CSA. This is the first study of its kind in Australian gymnastics. It is useful since it helps us conclude which responses in Australian gymnastics have promoted harm and which have served to heal (Aron et al., 2019).

Pacific Sport for Development: Local Views on Gender Equity Outcomes

Katherine Raw (Swinburne University of Technology) and Emma Sherry (Swinburne University of Technology)

Keywords: Sport for development, pacific, gender equity

Over the past two decades, research has sought to explore the relationship between sport and the achievement of a wide range of development outcomes, including poverty reduction, HIV/AIDS education and prevention, and conflict resolution, amongst a host of other social policy and development outcomes (Welty Peachey et al., 2019). Mirroring the rise of research investigating SDP more broadly, research into the contribution of sport to outcomes related to gender equity has also increased, with authors focussing on the contribution of sport to promote women's inclusion, empowerment, education, and health (Hancock et al., 2013). Specifically, SDP research has increasingly begun to unpack the 'girling of SDP', "whereby there is an increased presence of female participants, specific SGD agendas targeting how girls' lives can be improved, and research addressing the complexities of gender relations within sport and SDP as a global industry" (Oxford & Spaaij, 2019, p. 55). However, within this body of literature, only a small number of studies have focused specifically on SDP initiatives targeting gender outcomes throughout the Pacific (Khoo et al., 2014; Sherry et al., 2017). In conjunction with this, scholars have demonstrated some short-term SDP gendered outcomes in Pacific contexts (Schulenkorf et al., 2022), but have questioned the long-term impact of programs (Siefken et al., 2015). Likewise, scholars have explained that "few studies to date...have focused on the perspectives of program recipients in LMICs to better understand their desires for programming and their desired outcomes" (Mach, 2019 p. 439). Therefore, this research aims to explore participant perspectives on initiatives throughout Pacific Island nations, with a focus upon the long-term contribution of SDP towards achieving gender equity.

Qualitative data from sport organisations monitoring and evaluation efforts of SDP programs over a seven-year period (2015-2021) functioned as the data set for this research. The SDP initiatives of focus were situated across nine Pacific nations (Cook Islands, Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu) and were funded by TeamUp. TeamUp is an Australian Government program which supports Pacific SDP initiatives in their goal of bringing people together, fostering social inclusion and creating opportunities, particularly for women and people with disabilities (TeamUp, 2022). Local program leaders and staff collected data from program recipients via a 'most significant change' story-based evaluative method (Dart & Davies 2003) at regular intervals over seven years. TeamUp provided this data set to the research team in before qualitative data analysis methods were implemented (Gioia et al., 2012).

Findings have highlighted a number of intended program impacts, including coach development, goal attainment, shifts in gender norms, as well as academic and employment outcomes.

Interestingly, a variety of unintended outcomes were also highlighted by participants, such as confidence and self-belief, life skills, role models and networking, community cohesion, and belonging. Our findings enhance practical and empirical understandings of the long-term outcomes of SDP programs, particularly those focusing upon gender equity in LMIC contexts.

The 'F' Word and Sport for Development and Peace

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

Keywords: Sport for development, failure, social impact, innovation

Sport for development and peace (SDP) organisations aim to use sport as a means of fostering a range of positive societal outcomes, and has gained traction across a range of circles in the last twenty-five years (Keane et al., 2019). Yet researchers have suggested that existing research and evaluative practices can be troublesome with minimal reporting around infrequent or negative outcomes. As such, “there is a need for these norms to be deconstructed, as the [SDP] field cannot progress if we only have access to rose-tinted research findings” (Whitley et al., 2020, p.28). While research has previously focused upon the challenges of SDP in a broader sense; such as studies looking at the challenges of partnerships (Welty Peachey et al., 2018), the difficulties associated with organisational capacity (Svensson & Hambrick, 2016), or organisational dysfunction (Raw et al., 2019), few scholars have explicitly researched failure from the perspective of SDP practitioners.

Our research aims to explore the notion of failure in SDP across a variety of organisational and geographical contexts. We developed four inter-related research questions to guide our exploration: 1) How do managers and staff define and understand the notion of failure in SDP?; 2) How might have managers and staff experienced failure in SDP?; 3) What have SFD managers and staff learnt from their experiences of failure?; 4) What strategies might managers and staff employ in order to manage failure in SDP?

Drawing upon an interpretive qualitative methodology, data are being collected from leaders of SDP organisations through semi-structured interviews. Specifically, our sampling frame comes from a recent global survey study, in which 110 respondents indicating a willingness to participate in interviews about the role of failure. Data collection is ongoing and expected to be completed by July 2022. The interviews are being transcribed verbatim before undertaking qualitative data analysis processes. Specifically, data will be analysed through a two-stage coding approach (Saldaña, 2021). Preliminary findings indicate that practitioners have a broad variety of understandings of failure in SDP. In addition, leaders experienced failure on several levels within their own organisations from program implementation to resource mobilisation. In light of this, participants described a range of lessons that had emerged in association with their experiences including the importance of failure for innovation, program improvements, and sustainability. In association with these lessons, SDP leaders implemented multiple strategies in order to manage failure such as empowering staff to take risks while establishing debriefing and feedback processes.

These preliminary findings enhance understanding around the practical realities associated with failure in SDP contexts and allow for the identification of a set of recommendations for how practitioners can better manage failure in order to improve their organisational learning and innovative behaviour. Furthermore, our research contributes to the literature by identifying that failure has a lot more meanings than the end of an organisation, which has been the predominant conceptualization within non-profit management scholarship.

Municipal collaboration and regional hosting models for multi-sport events

Kyle Rich (Brock University), Emily Romano (Brock University), Martha Barnes (Brock University), Erin Sharpe (Brock University) and Carol Phillips (Brock University)

Keywords: Sport event management, regional development, collaboration, networks

As the hosting costs of multi-sport events have escalated (Zimbalist, 2010, 2016), municipalities are increasingly looking to regional hosting strategies, in which hosting responsibilities and subsequent outcomes are distributed among several collaborating municipalities. While regional planning and development approaches are common in rural development and economic geography, these insights are rarely engaged in the context of sport event hosting. Central to the study of regions are networks, collaboration, capacity, and human capital (Conteh, 2012; Vodden, et al., 2019) which all determine how a region functions. In this context, collaboration can be characterized by the exchange of information, sharing of resources, joint problem-solving, and working together on initiatives, in order to develop a community's capacity (Ziakas, 2014).

In this research, we sought to understand the collaborative processes and outcomes associated with a regional approach to sport event hosting. Using the Niagara 2022 Canada Games as a case study, we examine the perspectives and experiences of municipal staff involved in a regional event hosting model. Specifically, we examine how municipalities in the Niagara Region are collaborating within the regional hosting model and examine the role of capacity in the regional hosting process.

Following a case study methodology (Yin, 1994), we first used social network analysis (SNA) (Borgatti, et al., 2018) to analyze the structure and function of the network associated with hosting the Canada Games within the region. Data were collected using an online survey (n=10) completed by municipal staff. Second, we conducted semi-structured interviews with municipal staff (n=8) to examine their experiences participating in the regional hosting process. Interview data were analyzed using thematic analysis.

The SNA showed and interview data confirmed that the structure of the network was centralized around the Canada Games Host Society and that event-related communication and collaboration between municipal stakeholders was weak. Instead, municipal stakeholders described engaging in collaboration around the events associated with the cultural program which offered more freedom, creativity, and agency in decision making. However, collaboration described in these instances was predominantly with extra-regional partners rather than other host municipalities.

In terms of capacity, participants recognized the value of infrastructure projects which would serve as legacy facilities in the region. However in this case, the major legacy project was neither owned nor managed by municipalities in the region. Rather, it was governed through a shared service agreement and managed by a private stakeholder. Outside of these legacy projects, municipal actors predominantly considered the Canada Games Host Society as "just another user group to manage." Collectively, our results provide insights into the processes associated with regional hosting models. While collaboration was desirable and stakeholders recognized that the regional capacity to host was greater than that which individual municipalities possessed, municipalities in the region largely functioned as a constellation of independent actors in the hosting process. While the collective capacity of the region was understood as a strength, the way that regions are operationalized within event management models require more critical and strategic engagement.

Developing the Ethical Infrastructure for Sport: The Case of Australia

Jonathan Robertson (Deakin University), Chistos Anagnostopoulos (University of Central Lancashire) and Stefan Walzel (University Cologne)

Keywords: Institutional Infrastructure, Sport Ethics, Australia, Sport Policy, Legislation

Over the past 40 years Australia has worked to both establish and maintain a safe, fair and inclusive sporting nation that is closely linked to Australia's national identity. Nonetheless, breaches of sport ethics and integrity are becoming a growing area of concern. Issues of doping, match-fixing, corruption, and member protection gain all too frequent media attention. In response the Australian federal government, in consultation with sport stakeholders, has gradually introduced forms of legislation aimed at both establishing a federally supported sport industry and mitigating risks from unethical behaviours. Our study poses two research questions. First, how did the institutional infrastructure that supports Australian sporting institutions evolve between 1984 and 2020? And secondly, what conditions led to the emergence of an 'ethical' institutional infrastructure, to combat rising integrity risks?

Theoretically, this study draws on the emergent institutional infrastructure literature. Greenwood et al. (2017) define institutional infrastructure as "the set of institutions that prevail in a field... redirecting attention to understandings of field dynamics as beyond logics and meaning" (p. 174). Institutional infrastructure enables a deeper investigation of field conditions to examine the formation and change of institutional fields (Zietsma et al., 2017).

This study adopted a processual analysis (i.e., Langley, 1999) of Hansard transcripts and associated secondary documentation from the Australian parliament between 1984 and 2020. Data included over 230,000 words of parliamentary transcripts, seven core pieces of sport related legislation, and supporting material - including but not limited to: the Australian Sports Commission Act, 1985; the Australian Institute of Sport Act, 1986; the Australia Sports Commission Act 1989; the Australian Sports Drug Agency Act, 1990, the Australian Sport Anti-doping Authority Act, 2006; the National Sport Tribunal Act, 2019; and, the Sport Integrity Australia Act, 2020. Collectively, these seven pieces of legislation constitute the institutional infrastructure of Australian sport. In addition, they specifically legislate powers for government funded organisations (i.e., statutory authorities such as the Australian Sports Commission and Sport Integrity Australia) to enforce ethical norms and values on individuals and organisations involved in sport within Australia (i.e., the basis of an ethical infrastructure).

At the time of writing, the research team is currently analysing data. Utilising Zietsma et al.'s (2017) framework of institutional fields, preliminary findings indicate that prior to the 1970's the Australian public cared about sport, however the management of sport was dispersed amongst a range of social actors (i.e., an interstitial issue field). Increased government involvement shifted field conditions, increasing professionalisation and commercialisation within the sport sector (i.e., types of exchange fields). Scandals including doping, match fixing and child protection forced the field to change again. Initially with the introduction of anti-doping agencies and then later the aggregation of anti-match-fixing, anti-corruption and child protection functions into the institutional infrastructure of sport in Australia. This study contributes to our understanding of how elements of institutional infrastructure emerge, change and adapt to changing social conditions over time.

A network perspective of CEO succession in national sporting organisations

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

Keywords: leadership, succession, CEO, networks, social network analysis

Scholars maintain that the network of a CEO is an important organisational resource (Cao et al., 2015; Geletkanycz et al., 2001), and that a network perspective should be considered as an important component of succession. CEO succession studies have primarily drawn on social network theory and methods and either taken a conceptual approach or relied on quantitative publicly sourced data to construct affiliation networks. Thus, work to date has provided a broad overview of CEO succession with little attention paid to specific detail and context. Succession in the sport industry context has focussed on head coach turnover, with sport CEO succession underexplored. Thus, social network analysis provides a lens through which to examine CEO succession both conceptually and empirically.

This study uses social network analysis and qualitative in-depth interviews to examine the personal networks and social context of CEOs involved in succession within Australian national sporting organisations (NSOs). First, an interviewer-administered questionnaire based on the work of Podolny and Baron (1997) was conducted and CEOs were asked to identify their network partners in the context of workplace needs such as task advice, buy-in, professional advice, and strategic information. Social network data collected is analysed in the Ucinet software package (Borgatti et al., 2002), while NetDraw (Borgatti et al., 2002) is used to create visual network diagrams. Second, in-depth semi-structured interviews probed the CEO recruitment process and selection criteria, leadership development, succession management, social networks, networking activity, and gendered experiences. Interviews were transcribed and analysed using a thematic content analysis. This research is ongoing, with eleven participants to date (three female, eight male) from eight NSOs (three professional sport NSOs and eight Olympic sport NSOs).

Initial results indicate CEOs view a "tie" to the Chair of a prospective organisation as an important factor in unlocking a potential succession opportunity. Moreover, there is an expectation or understanding that incoming CEOs bring a strong personal network with them when appointed successor. Thus, existing networks within the particular sport they are entering are an advantage for prospective CEO successors, together with networks across the wider sports industry. A broader network with connections to a range of stakeholders is also valuable for sport CEOs in sourcing their next job. Interestingly, our findings indicate marked differences in the networks of male CEOs and female CEOs. The latter have smaller but more intimate personal networks, with a higher proportion of strong ties than their male counterparts. The CEO's believed networks have a role in addressing the lack of gender diversity in leadership positions across the sport industry and should be included leadership development programs.

As the first empirical research investigating the role of personal networks of NSO CEOs in succession, this study makes an original and significant contribution in the areas of sport leader succession, CEO succession, and network analysis.

A Review of Event Leverage Research and Opportunities for Future Work

Nico Schulenkorf (University of Technology Sydney), Jon Welty Peachey (University of Illinois), Guangzhou Chen (University of Illinois) and Anja Hergesell (University of Technology Sydney)

Keywords: event leverage, systematic review, literature review, research agenda; theoretical advancements

The phenomenon of strategically planning for the maximization of business, social, or other types of event impacts is referred to as event leverage. Back in 2004, Chalip defined the concept as “activities that need to be undertaken around the event itself, which seek to maximize long-term benefits from events” (p. 228). Since then, the concept of event leverage has underpinned a variety of academic research across different event settings and with diverse goals in mind. However, despite the significant increase in event leverage publications, scholars have yet to synthesize academic contributions in this burgeoning field. In addressing this issue, we conducted a systematic review of event leverage literature that followed Durach et al.’s (2017) six-step review process. In short, we identified and interrogated 87 relevant publications and our analysis determined that: (a) most event leverage work has been situated in the sport context, while few studies have focused on other types of events (e.g., festivals, concerts, fairs); (b) the majority of event leverage scholarship has been initiated by scholars from high-income countries (HICs), conducted in HIC settings, and published in journal outlets based in HICs; (c) the most extensively investigated leverage goal was business/economic outcomes, followed by social outcomes, sport participation, and image/brand; (d) qualitative approaches have dominated event leverage work; and (e) very little scholarship has made significant, far-reaching theoretical advancements since the initial leverage theorizing by Chalip (2004; 2006) and O’Brien and Chalip (2007).

Drawing from this review, we propose to extend event leverage theorizing through four conceptual advancements: (a) articulating differences in leverage strategies/tactics for sport versus non-sport related events; (b) positing leverage strategies/tactics beyond media and economics (e.g., inter-organizational relationships, leadership); (c) advancing different leverage strategies/tactics for different stages of events; and (d) suggesting different leverage strategies/tactics based on targeted event outcomes. Future research should also include more diverse teams for increasingly nuanced evaluations, including examinations of how best to diversify leverage benefactors to achieve long-term economic and/or social outcomes. Overall, our systematic review provides a strong reference point for continued theoretical and practical developments in and around event leverage.

It's Complicated: Advancing the Conceptualisation and Implementation of Customer Engagement within a Professional Sport Setting

Ella Scott (Swinburne University of Technology), Adam Karg (Swinburne University of Technology), Civilai Lackie (Swinburne University of Technology) and Heath McDonald (RMIT University)

Keywords: Customer Engagement, Professional Sport Teams , Customer Engagement in Sport
Customer engagement (CE) is considered an important brand management metric and behavioural construct (Hollebeek et al., 2021) which offers a modified view of interactive and social relationships (Dessart et al., 2015) that go beyond purchase behaviour (Van Doorn et al., 2010). Pivotal in fuelling outcomes such as retention and positive word-of-mouth, CE has been widely examined from a variety of marketing and consumer contexts (Srivastava et al., 2021) with various definitions, constructs and frameworks applied (Bilro & Loureiro, 2020).

In the context of sport, fan engagement (FE) is a specific form of CE (Yoshida et al., 2014) that refers to the psychological connectedness of a fan to a club, team, or sport itself (Stander et al., 2016; Yoshida et al., 2014). Since the emergence of FE in academic settings however, applications in sport have been largely conceptual or exploratory, often taking a piecemeal approach or positioned in highly specific contexts (Yoshida et al., 2014). This lack of cohesiveness is also mirrored in practice, despite professional sport teams advancing their investment and resourcing of 'fan engagement' functions and activities. Although CE is a central construct to enhance the relationship between teams and fans, further work on understanding the conceptualisation and operationalisation of CE in sport is required.

Grounded within social exchange theory, this research utilises manager perspectives to advance understanding of the perceived role, operationalisation and measurement of CE in a professional sport team setting. Respondents will include a minimum of n=12 managers from leading professional sport teams with online and face to face semi-structured interviews to be completed. Participants will be recruited via systematic, purposeful sampling methods to ensure a mix of geographical locations and contexts and will include representation of leading professional sporting leagues across Oceania, North America, Europe, and Asia. We propose an international focus because whilst the goal and objectives of professional sport teams regarding organisation-consumer outcomes is largely homogenous globally (i.e., focussed on fan growth and retention, revenue generation, etc) diverse strategies and resources, cultural differences, and organisational structures justify a need to look beyond a local or single market. We have delimited the sample to focus on professional teams from the top two sports in each region. Respondents may include those involved in marketing, brand, fan engagement and/or consumer business roles.

Through thematic analysis, we aim to uncover how managers in diverse settings define, conceptualise and measure CE as part of sport marketing practice. Findings will contribute to a better understanding of the alignment between academic and global managerial practices, as well as guide the refinement of a conceptual framework for future research by providing direction towards inclusion of items and measures. Given the different context of professional sport teams, a more holistic inquiry of engagement is warranted. Specifically, it is anticipated the findings will enable a more holistic understanding of both attitudinal or conceptual measures, as well as behavioural or data indicators that underpin engagement in professional sport.

Where are the Match Officials in Government Policy? An Analysis of Australian Federal Government Policy

Stirling Sharpe (University of Canberra), Ian Cunningham (Edinburgh Napier University) and Richard Keegan (University of Canberra)

Keywords: Match Officials, Government, Policy, Funding

There is a need for the academy and practitioners to critically examine the existing governance structures and resource allocation practices relating to match officials (Livingston et al., 2017). This research addresses the call from Livingston and colleagues to investigate if national sport organisations (NSOs), who rely on government funding, could refine their operations if there was a change in government funding criteria, incentives, and related policy. The structure of a sport system and its funding sources influences the operations of governing bodies (e.g., Gowthorp, et al., 2017; Grix & Philpotts, 2011; Sotiriadou, 2009). Match officials are often managed by volunteers or part time employees, yet match officials are a crucial stakeholder in the sport delivery systems. In order to professionalise the management of match officials, this research suggests that without change to government policy, match officials will continue to operate in a resource-lacking environment. As the saying goes - without officials, there is no game. This demonstrates the necessary place that match officials hold in sport and their importance to the survival of organised sport competitions (e.g., Phillips & Fairley, 2014). This research is informed by stakeholder theory. Sotiridou (2009, p. 848) proposes that "stakeholder theory is useful in understanding and evaluating the sport industry stakeholders and their relationships" and thus has utility for investigating the governance structures and resource allocation practices relating to match officials. The context for this research is Australian, non-professional, Olympic sports - i.e., sports receive funding from Sport Australia, the federal government agency responsible for sport - Sport Australia (formerly Australian Sports Commission - ASC). The majority of these sports rely on Sport Australia funding for more than half of their revenue each year. As such, it has been argued (Gowthorp, et al., 2017; Grix & Philpotts, 2011; Sotiriadou, 2009) that NSO operations are dictated by government policy in order to maintain their levels of funding. Consequently, NSOs focus their operations on achieving the objectives in the funding criteria. Most of these policy objectives surround high performance sport and, to a lesser extent, participation at community level. Sport Australia and ASC policies over time have rarely mentioned match officials. As such, it is difficult for NSOs to focus resources in this area despite the importance of the stakeholder - match officials - to the sport system. Subsequently, for NSOs to focus on match officials, there must be action from the government to include officiating-based criteria for funding to NSOs.

A document analysis method was employed and used an organic coding process as encouraged by Braun et al. (2016). The documents reviewed included national sport policies (n=7), Sport Australia annual reports (1984-2021) and operation/strategic/corporate plans (1984, 2021). Collectively these documents show the plans and actual activities carried out. Analysis is ongoing and results will be available by the SMAANZ conference.

Framing Paralympics vision at Tokyo 2020: Effects of framing interdependence between people with and without disabilities in online media stories

Hiroyuki Shioume (Hokkaido University) and Naoya Ito (Hokkaido University)

Keywords: framing effects, disability sports communications, eudaimonic entertainment, interdependence frame, Tokyo 2020 Paralympic Games

Para-sports promoters have been struggling to depict para-athletes and persuade the public of their messages because the public may perceive that media content of people with disabilities (PWDs) is inappropriate (Cottingham & Petersen-Wagner, 2018). Public relations professionals use framing for strategic communication by making certain message elements salient to facilitate cognitive processing and gain particular social attitudes (Hallahan, 2008). Recent disability-specific constructive media frames include interdependence frames that indicate mutually beneficial relationships, solidarity, and understanding between people with and without disabilities (Goethals et al., 2020). However, the impact of this framing in the context of disability sports on attitudes toward PWDs remains underexplored (von Sikorski & Schierl, 2012, 2014a, 2014b).

Contrary to hedonic (pleasure-seeking) enjoyment, eudaimonic (truth-seeking) entertainment induces appreciation, including thought-provoking experiences, and can engender prosocial behavior and stereotype reduction via affective responses, like empathy, and poignancy along with meta-emotions that change the primary emotional valence (Bartsch et al., 2016; Janicke-Bowles et al., 2021). Smiling cues viewers to contextualize stories as entertaining and humorous (Chovanec & Tsakona, 2018) as often seen in para-athletes' pictures from the official Paralympics website. Image details have framing effects (Powell et al., 2019), but no study has examined whether smiling induces eudaimonic appreciation and its impact on framing effects. Changes in belief content, i.e., previously inaccessible beliefs added to an individual's belief set, function as a mediator in the psychological process of framing effects (Leeper & Slothuus, 2020). To our knowledge, the impact of the affective responses induced by eudaimonic entertainment on this process of framing effects has not been investigated.

This study investigates: (1) the effects of interdependence frame and image of a smiling para-athlete as a humor cue on entertainment perception and attitudes toward PWDs and (2) the impact of affective responses induced by the eudaimonic story and visual cues on the framing effects process. Before the Tokyo 2020 Games, a web-based quasi-experiment using a 2 \times 3 between-subjects design was conducted among Japanese participants (n = 254) whose knowledge of para-sports and disability issues varied. A randomly chosen online article about a para-athlete participating in the Tokyo 2020 Games was displayed. It was manipulated based on the framing devices of the interdependence frame (Goethals et al., 2020) and comprised images and/or text. The image was smiling athlete, non-smiling athlete, or no image. The text comprised the interdependence frame and athlete's career or only the athlete's career (total 6 article types).

Other variables included affective and cognitive attitudes toward PWDs, belief in diversity and inclusion, affective responses, poignancy, meta-emotions, personal relevance, eudaimonic appreciation, and hedonic enjoyment.

While data analysis is ongoing, the findings will be presented at the conference, expanding the theoretical and practical knowledge on how visual and textual content regarding para-sports should be strategically framed to induce eudaimonic experience and affective responses, that can cause the prosocial attitude change toward PWDs.

Functional differentiation amid waves of change in sport media: Gen-Z, digital disruption and the printed surf magazine

Craig Sims (Bond University), Daniel O'Brien (Bond University), Lisa Gowthorp (Bond University) and Olan Scott (Brock University)

Keywords: Sport media, Surf magazines, Generation Z, Media substitution, Functional differentiation

Within the sport media category, printed magazines have played a central role in building and maintaining subculture in many sports (Booth, 2008; Ford & Brown, 2005; Wheaton, 2019). However, in an era characterised by digital disruption, sport magazine closures are increasingly common, and magazines related to the sport of surfing, a quintessentially youthful pursuit, have not been excluded. Addressing a paucity of scholarly work about how youth view printed sport magazines, the aim of this study was to analyse the media choices and perceptions of Australian Generation Z (Gen-Z) surfers to identify what, if anything, functionally differentiates the printed surf magazine from its digital disruptors.

Applying a mixed methods approach, the study utilized an explanatory sequential design commencing with an online survey of 1639 participants and concluding with 17 in-depth, semi-structured interviews. Generation theory, media substitution theory and uses and gratifications (U&G) theory provided the theoretical underpinnings of the study.

The theory of generations is predicated on establishing a set of characteristics from a cohort's shared life experiences or external events (Bolton et al., 2013) at critical developmental stages (Kupperschmidt, 2000). Each generation shares a common perspective based on their collective experiences, and as a generation matures, it develops unique characteristics that are different to previous generations (Radford & Shacklock, 2012). Media substitution theory asserts that when a new media technology, such as the Internet, is introduced, audiences redistribute the allocation of their time among available media options and as a result, new patterns of media consumption emerge (Kaye & Johnson, 2003). U&G theory recognises that individuals actively make media choices for the gratification of their needs, and that they are able to discern the reasons for making such choices (Katz et al., 1973). Thus, it focuses on what audiences do with the media, not on what the media do for audiences.

The study's findings revealed that despite Gen-Z's prolific and habitual social media use, this generational cohort of Australian surfers have low levels of trust in social media and high levels of trust in printed surf magazines. Surf magazines were also found to exert influence on individual and group identity, and were effective in delivering liminoid experiences for readers through their travel content. Ultimately, four factors were identified that contribute to the functional differentiation of surf magazines in the modern media landscape: trusted expertise, identity influence, travel escapism and emotional attachment.

This research also responds to Bonner and Roberts' (2017) call for more research into the role Gen-Z could have in determining the future of print magazines in this digital age. The research findings are relevant to scholars interested in the content needs and sport media channel choices of the Gen-Z demographic cohort, particularly but not limited to adherents of lifestyle and adventure sports. There is also relevance in the findings for industry practitioners in sport media, sport governing bodies and commercial sport organisations that target and seek to connect with youth and niche sport markets.

Building grassroots sport clubs' capacity for event leverage to enhance participation: A stakeholder salience perspective

Elle Stevens (Bond University), Danny O'Brien (Bond University) and Lisa Gowthorp (Bond University)

Keywords: Event Leverage; Sport Participation; Stakeholders; Sport Governing Bodies; Sport Events
It has been well-established in the literature that claims regarding increased sport participation from hosting major sport events are often overstated or downright false. Indeed, researchers have demonstrated that, without event leveraging specifically aimed at enhancing sport participation, such outcomes are, at best, unlikely. At the grassroots of sport participation – local sport organisations – it has been established that, for effective leverage to enhance participation, these stakeholders must overcome organisational capacity deficiencies. In this respect, comparatively little is known about the role of sport governing bodies in prioritising this capacity building task among grassroots constituents.

In order to examine how a sport governing body prioritised the capacity development of its affiliated clubs to leverage a sport event for participation outcomes, a case study was conducted on Tennis Queensland (TQ), an Australian SSO and its two major sport events, the 2020 Association of Tennis Professionals (ATP) Cup and the Brisbane International (BI). Data were collected through semi-structured interviews with 15 TQ employees and two key stakeholders, as well as content analysis of over 60 organisational documents, organisational websites, and local, national and international media websites. Utilising stakeholder theory, the findings demonstrate how an NSO allocated funding towards hiring full-time professionals for grassroots development roles for an SSO.

However, as local sport clubs were identified as a low salient event stakeholder, these professionals were actually assigned event-related responsibilities to fulfil the needs of other event stakeholders whose demands were deemed more salient. Due to the dynamism and complexity of the evolving stakeholder environment, efforts for event leverage were ultimately ineffective.

This research fills important gaps in this area of inquiry as it provides a theoretical approach to understanding event leveraging, as well as the key organisational issues that can play a critical role in effectively developing and implementing event leveraging strategies, including stakeholder salience. Overall, this research is important as it highlights the importance of strategic control mechanisms, rather than reliance on anecdotal reports, for sport governing bodies in reporting participation outcomes from leveraging programs associated with major sport events, and how these events will continue to represent significant missed opportunities if stakeholder relationships and organisational resources are not managed effectively. Managers in grassroots development roles, in particular, must be able to focus on their primary responsibilities without being diverted into event organising tasks.

Athlete Migration within the Women's National Basketball Association
James Strode (Ohio University) and Megan Chawansky (Otterbein University)

Keywords: Athlete, Migration, WNBA, Women, Sport

Within the Women's National Basketball Association (WNBA), athlete migration is a distinct and highly specific aspect of the US women's basketball experience, yet there is limited information on the phenomenon. Almost "three quarters of WNBA athletes" had overseas (outside of the US) commitments during their off-season, some even "juggling three teams" while in countries outside of the US (Walker, 2017). To date, Butler (2018) offers the most thorough investigation and provides a "comprehensive understanding of the influences and motivations of women athletes" by interviewing athletes who compete both as migrants and members of the league (p. 17). Butler (2018) suggests that WNBA players' experiences are not adequately included in existing athlete migrant typologies and thus developed more relevant classifications for this group. This argument is rightly put forth in much research that focuses on women athletes and their experiences with migration. While we concur, we suggest that an opportunity to better understand the migration process—for all athletes—is lost when we foreground only the athletes' experiences. That is, there are many other potential sources of data and information that help shed light on the migration process for athletes. This includes WNBA league policies, collective bargaining agreements (CBAs), promotional/public relations work done by individual clubs/teams, and mainstream media coverage. While this is known implicitly, this paper offers a rationale and roadmap for examining these elements of the migrant athlete experience. It does so by demonstrating the utility of a "scavenger methodology" (Halberstam, 1998). This methodology challenges fixed disciplinary and methodological boundaries, and instead highlights new possibilities for scholars of migration and sport. Thus, the aim of this paper is to better understand the unique perspectives of migrant women athletes utilizing a variety of data sources via the scavenger methodology.

In our presentation, we will briefly review the salient literature on athlete migration and on the WNBA. We will then provide an overview of how a scavenger methodology underpins the suggestions herein, and we will present two examples of how to study migration by examining both 'traditional' media coverage and migration-related content from WNBA teams' websites and social media. We will explain why each data source was chosen, how each source was analyzed, and then highlight key findings in our summaries. In our conclusion, we will discuss how these approaches and the new knowledge gleaned adds to our understanding of athlete migration and how it can shape future research.

The fuel of empowerment: Exploring factors impacting the psychological empowering effect of sport mega-event branding

Yiran Su (University of Massachusetts Amherst), Yanxiang Yang (Technical University of Munich) and Jason Doyle (Griffith University)

Keywords: Event Management, Well-being, Empowerment, Mega-Event, Brand Storytelling

The social-psychological benefits of hosting sport events have drawn tremendous attention in both academia and industry in the past decades. There is a growing body of research suggesting that sports events can contribute to the well-being of host city residents (Doyle et al., 2021), communities (Zhou & Kaplanidou, 2018), and society (Oshimi et al., 2022). One such example is how the Olympic motto "Faster, Higher, Stronger" and its recent inclusion of "Together" speaks to the empowering effect of sport in uniting individuals and societies to cope with challenges during crisis periods (e.g., COVID-19 pandemic) (IOC, 2021). Simultaneously, new media platforms have reduced restrictions on viewing and allowed sports events to empower spectators on a national and global scale, but very little research has examined the antecedents and outcomes of such psychological empowering effect.

The concept of psychological empowerment is derived from the organizational behavior literature, which reflects an individual's belief in his or her self-efficacy becoming enhanced (Conger & Kanungo, 1988). The purpose of this study is to examine three sources of perceived psychological empowerment and their relationship with spectators' eudaimonic wellbeing, namely event brand storytelling, perceived impact of the event, and event brand involvement. The 2022 Beijing Winter Olympics was chosen given the challenges presented by COVID-19, representing an opportune setting to examine the empowering effects of a mega-event.

A survey of Beijing Winter Olympics viewers (N=349) was conducted online during the period of the event (Feb 2022). We utilized a two-stage analysis approach: a PLS-SEM with bootstrapping (1000) was estimated for hypotheses testing, and a random forest model was followed for the significant paths to evaluate the importance and nonlinear relationships of the variables. We also included patriotism, the impact of COVID-19, age, gender, and income as control variables. All analyses were performed with R packages (e.g., SEMinR, randomForest).

The participants were recruited through an online consumer panel and equally distributed by gender (47% male and 49% female; 91% under 40 years old). The PLS measurement model was established with satisfactory construct reliability and validity. The structural model explained 75% of the variance in empowerment and 31% in eudaimonic well-being. We found that event brand storytelling ($B = 0.21$, 95% CI [0.03, 0.33]) and event brand involvement ($B = 0.31$, 95% CI [0.20, 0.47]) positively relate to empowerment; and empowerment was a significant predictor of eudaimonic well-being ($B = 0.53$, 95% CI [0.42, 0.63]). Further, empowerment significantly mediated the relationships of event brand storytelling and event brand involvement with eudaimonic well-being. In addition, the random forest model identified patriotism, empowerment, the impact of COVID-19, and authenticity of brand storytelling as the top four most important predictors of eudaimonic well-being. In light of the findings, sport management professionals should strategize mega-event brand narratives and involve spectators more in the event to enhance empowering and psychological experiences for spectators. The current findings provide directions to managers of such events to maximise the non-monetary value of hosting.

Cryptocurrencies and Sport for Development: Innovative Solution or Dangerous Pursuit?

Per Svensson (Louisiana State University)

Keywords: sport-for-development; innovation; cryptocurrency; blockchain technology

The organizations tasked with implementing Sport for Development (SFD) programs to achieve various social change outcomes continue to face significant issues in mobilizing the resources needed to serve their missions (Schulenkorf, 2017). As a result, practitioners are actively exploring innovative new ways to operate (Svensson et al., 2020), while scholars have emphasized the need for transforming existing funding models (Whitley et al., 2020). Although there is evidence in prior literature of SFD leaders exhibiting an interest in adopting new technological innovations, little remains known about fundraising in SFD, particularly the role of cryptocurrencies.

Most nonprofits are increasingly struggling with existing fundraising models as younger generations are less likely to make traditional contributions to charitable organizations (Waldersee, 2018). These challenges require leaders to explore innovative solutions to better mobilize the resources necessary to sustain their operation. Blockchain technology and cryptocurrencies present new opportunities for transforming existing funding models (Howson, 2021). The purpose of this study was therefore to (a) conceptualize the role of cryptocurrencies in SFD; and (b) examine factors associated with the acceptance of crypto donations among SFD organizations.

Prior literature on crypto-giving and blockchain technology among community-based organizations was reviewed to identify relevant case studies of organizations, which have experimented with cryptocurrencies as well as key considerations for conceptualizing the potential role of cryptocurrencies in SFD. Additionally, data were gathered on cryptocurrency acceptance through a global survey completed by 229 organizations. Shin and McClomb's (1998) scale was employed to measure the environmental turbulence of SFD organizations.

Cryptocurrencies are increasingly adopted by a variety of nonprofits and other related development agencies. For example, the United Nations Development Program have leveraged digital assets to support humanitarian assistance while numerous nonprofits are beginning to accept crypto giving either directly or via crypto donation platforms to support a variety of programs. Theoretically, crypto assets have the potential to help SFD organizations (a) transform existing funding models, (b) fund innovative new projects, (c) develop increased financial independence, and (d) provide opportunities for innovating how livelihood can be supported among local staff and program participants. At the same time, it is critical to recognize the volatile nature of cryptocurrencies, their dynamic and evolving regulatory frameworks, the environmental impact of cryptocurrencies.

To date, crypto adoption in SFD has been limited. In this study, the types of cryptocurrencies accepted by SFD organizations were primarily limited to Bitcoin and Ethereum, but also included Cardano, Polkadot, Litecoin, and Bitcoin Cash. SFD organizations, which accept crypto donations were found to report significantly higher levels of environmental turbulence. Interestingly, no significant relationship was found between acceptance of crypto assets and organizational size. These findings have important implications as the adoption of crypto donations appear to be an environmental response for increased stability and organizational survival rather than something dependent on a set of organizational variables. This enlightening talk will further emphasize potential future directions for advancing our understanding of the role of cryptocurrencies as an innovative strategy in SFD and the risks associated with such an approach.

A case study of foreign ownership in sport: Investigating identity in the English professional sport context

Steve Swanson (Deakin University), James Skinner (Loughborough University), Aaron CT Smith (Loughborough University), Maylin Stanic (Loughborough University)

Keywords: Foreign ownership, community, identity, identification, stakeholders

Foreign ownership of professional sports clubs is becoming increasingly prevalent throughout the world. Whilst researchers have noted this trend and raised questions about its influence on domestic traditions (Sanchez et al., 2021), there remains a need to better understand the impact of foreign ownership on the identity of affected football communities. Football clubs in the UK have traditionally emerged out of geographic boundaries, representing a source of civic pride and community identity (Walters & Chadwick, 2009). Foreign acquisition can create tensions for club stakeholders (i.e., fans, community members, employees) between identifying with 'their community team', and one which is now owned by 'outsiders' who might fail to acknowledge the club's heritage and importance in the community (Tongue, 2013). The purpose of the current research is to explore the expression and implications on stakeholder identity for a foreign-owned UK professional football club.

Identification refers to the process of psychologically connecting with an entity to the extent that it becomes incorporated into an individual's self-concept (identity) and integrated into his or her self-definition (Wann, 1997). Identification with a team, club, or athlete can be motivated by the need to belong, tribal connections, and a sense of self-efficacy through vicarious achievement (Cornwell & Coote, 2005). While previous research suggests stakeholders can simultaneously identify with separate entities of the sport club ecosystem (Swanson & Kent, 2015), there is also the potential for disidentification when values and characteristics of an entity are incongruent with those of an individual (Elsbach & Bhattacharya, 2001). Consideration of these perspectives in the context of foreign ownership drove the following research questions: 1) how do stakeholders identify with football clubs under foreign ownership? 2) how are the personal and collective identities of stakeholders impacted by foreign ownership?

A qualitative case study method was used to address these research questions (Sjoberg et al., 1991). A purposive sample was selected from stakeholder groups connected to the football club and community, with 30 video interviews conducted via a semi-structured format. The average interview time was approximately one hour, and all interviews were recorded and transcribed verbatim. A thematic qualitative approach was used for the data analysis (Skinner, Edwards, & Smith, 2021). Data collection has been completed with the following initial themes emerging: 1) stakeholders cognitively differentiated between the football club and the ownership group, and this differentiation was more pronounced under the condition of perceived mismanagement, and 2) stakeholders maintained their psychological connection with the football club under foreign ownership, with a tendency for club attachment to become more cognitively salient under the condition of perceived mismanagement. These initial findings extend previous research on multi-target identification (Swanson & Kent, 2015) and identity salience in the sport context (Shuv-Ami & Alon, 2020). Theoretical implications include the recognition of (mis)management perceptions as a potential determinant of stakeholders' club identity alignment. Implications for sport managers include messaging efforts that depict the club as a broad network of stakeholders extending well beyond its ownership (Inoue et al., 2022).

Navigating international collaboration and academic relationship building as an Early Career Researcher

Kasey Symons (Swinburne University of Technology), Jessica Kunert (University of Mainz) and Christiana Schallhorn (University of Mainz)

Keywords: Collaboration, Early Career Researchers, Grant Writing, Reflective Practice, International Collaboration

Collaboration is a key part of successful academic careers and developing strong working relationships in your field can drive fruitful working partnerships with many outputs, as well as present some challenges. However, developing these relationships and learning how to contribute in a collaborative project can be a challenging and overwhelming prospect for early career researchers (see Funk, 2019). How do you begin a collaboration? How do you find the right people to work with? How do you navigate the 'doing' of the work within new working relationships?

Ellison and Batty (2020) attest that collaboration is opportunity to grow inter/disciplinary networks, however, moving beyond collaboration with PhD supervisors, finding the right collaborators and projects can be difficult to navigate, particularly in working relationships that span different levels of experience.

This paper explores the process of an international research collaboration from the experience of an ECR and navigating project management and delivery across distance, language barriers and varied levels academic experience. We share how our experiences with, and approaches to collaboration brought us together to work on a project that speaks to the passions of all members.

We present the process we went through to come together to apply for an Australia-Germany Joint Research Cooperation Scheme Grant to fund a project investigating the experiences of women's football fans. We discuss some of the challenges, processes and wins we have experienced alongside research and commentary on collaboration and reflective practice (Finlay, 2008) to share our knowledge and encourage more ECRs to build collaborative relationships, particularly within the supportive SMAANZ environment.

Gender Equality Playbook: Football within the Oceania Region

Chelsey Taylor (Oceania Football Confederation), Mel Johnston (Auckland University of Technology)
and Dion Enari (Auckland University of Technology)

Keywords: gender equality, pacific, football, social change

Women and girls have traditionally been, and continue to be underrepresented in football as participants, and in non-playing roles. However, like other male-dominated institutions, women and girls have been integral to the successful development of football, and yet still find it difficult to be accepted (Newland, Encel, & Phillips, 2020). Stereotypes, discriminatory social norms and lack of representation remain some of the most pervasive barriers to gender equality in football globally (Ozturk & Koca, 2020).

There is an increasing range of initiatives targeted at empowering women and girls to participate in sport in range of roles. However, whilst at a global level significant progress has been made in terms of women and girls' inclusion in sport, in the South Pacific context the gender balance, by in large, remains unchanged (Richards, Sherry, Tamala, Schuster, Schlenker, & Keane, 2022).

Oceania Football Confederation (OFC), in partnership with MFAT, conducted research with the aim to help fill the gap of existing evidence and research on how sport organisations, and football within the South Pacific specifically, can take steps towards gender equality across all levels of the game. Firstly, a review of current literature and industry reports was conducted to identify current knowledge and practices within various sport components, such as participation, coaching, leadership, policy, media and visibility and ending violence against women and girls. Following this, a range of subject matter experts, including local Pacific-based experts, were consulted and contributed to the development of recommendations and practical steps for football, to work towards gender equality throughout Oceania. The outcome of this project was the establishment of the 'Gender Equality Playbook'.

This presentation will provide a brief overview of the process of creating the Gender Equality Playbook, its recommended steps toward gender equity throughout Oceania, and 'what now'.

Effective organisational practices to attract and retain women as high-performance coaches
Damien Taylor (Victoria University), Clare Hanlon (Victoria University) and Andrew Dawson (Victoria University)

Keywords: Women's high-performance coaching, effective organisational practices, EIM, social and cultural factors, national sport organisations

The dearth of women as high-performance coaches in Australian sport is a concern with statistics reporting a 15% representation (Sport Australia, 2019). Globally, statistics present a similar picture with the low percentage of women as high-performance coaches at the national/Olympic level in countries such as the United States, Germany, the United Kingdom, and Canada between 6 to 14% (Fasting et al., 2017). To assist address this dearth, the purpose of the current research is to identify what extent do social, cultural, economic, and psychological factors influence the practices of national sporting organisations (NSOs) to encourage women as high-performance coaches? To guide the research the Ecological Intersectional Model (EIM; LaVoi, 2016) was adopted based on its focus on women as coaches.

The underrepresentation demonstrates the lack of effective organisational practices to attract and retain women to become high-performance coaches (Kenttä et al., 2020; Kidd, 2013). Despite several decades of research and interventions aimed to attract and retain women as high-performance coaches, similar barriers still exist today (Norman, 2008; O'Malley & Greenwood, 2018). In particular, organisational practices and behaviours remain notable barriers to grow and retain women in these roles (Burton, 2015; Norman & Rankin-Wright, 2018). Barriers associated with women as high-performance coaches have reached a point of saturation and have been well documented. A common recommendation from research to address these barriers is the need for a different approach to create change (Krahn, 2019; LaVoi et al., 2019).

Organisational practices deemed effective and support women as high-performance coaches need to be identified, showcased and embraced by sport (Banwell et al., 2020; LaVoi & Dutove, 2012). To assist, the following presentation is part of a larger study that explores the strategic organisational practices in sport to advance women as high-performance coaches in Australia. The purpose of this presentation is to focus on findings related to effective organisational practices to attract and retain women as high-performance coaches.

Semi-structured interviews were conducted with 16 women high-performance coaches and 13 senior managers across five national sport organisations (NSOs) in Australia. Data analysis was conducted using NVivo 12 pro. Deductive analysis was guided by the EIM, in particular, the organisational level. Findings revealed 10 themes that signified effective organisational practices to attract and retain women as high-performance coaches. These findings led to 12 recommendations to assist managers from NSOs in their quest to encourage women as high-performance coaches. Theoretically, findings will contribute knowledge by advancing the organisational level within the EIM focused on facilitators. In particular to encourage, support, and enable women as high-performance coaches. Practically, findings will provide new knowledge by identifying the importance of incorporating social, cultural, economic, and psychological factors within NSO strategic practices for women in high-performance coaching. The identified effective attraction and retention organisational practices can be used to guide managers with practices and plans targeted to encourage and support women as high-performance coaches. organisational practices can be used to guide and assist managers with structures, practices, and plans targeted to encourage and support women as high-performance coaches.

Charting developments in women's professional team sport in Australia

Tracy Taylor (RMIT University), Tracy Taylor (RMIT), Clare Hanlon (Victoria University) and Kristine Toohey (Griffith University)

Keywords: women's professional sport; gendered organisations; semi-professional sport

There has been a rapid expansion of the breadth and size of professional women's team sport leagues in Australia over the past few years (Taylor et al., 2020). From the more established sport leagues (e.g., cricket) through to the newer entrants (e.g., rugby union) we have witnessed a changing array of employment conditions and athlete expectations (Fujak et al., 2021). This research aims to contribute new insights into this rapidly evolving landscape through mapping the employment condition changes in the Australian landscape and delving into the experiences of women athletes' workplace conditions in three sports women's team sport leagues.

The employment conditions of women athletes in semi/professional team sport across the global are under intense scrutiny for their gender inequalities and precariousness (Culvin et. al., 2021).

Sport governing bodies have varied their responses to providing women athletes the right of gender pay and condition parity, with some sports moving much faster than others in response to changing community attitudes, internal pressure in the sport, and/or sponsor demands (Taylor et al., 2019).

Our research charts the changes in Australian professional team sport employment conditions and explores how women athletes perceive this evolving employment landscape.

This research has two components. Firstly, we scrutinise data charting the employment conditions in Australian semi/professional team sport leagues (women's) for the past 5 years. Secondly, through interviews with athletes (36) in three Australian semi/ professional women's team sports we analyse their current employment conditions, exploring notions of career planning and success, sustainability and their expectations of the sport governing body.

Our findings chart significant changes in employment conditions over a 5-year period. These have included substantive increases in salaries and length of contract periods, standardised inclusions (e.g. pregnancy and maternity clauses), child care and other supports. Correspondingly, we were told by athletes that the expectations of 'being a professional athlete' (e.g. commitment to excellence on and off the field, public/media appearances, assisting with the game's development) had also accelerated, but at times the latter were disproportionately allocated. Several athletes also highlighted that as women semi/professional athletes they were expected to feel grateful for each employment 'improvement' and willingly accept whatever was on offer.

This research uncovered structural, cultural and relationship constraints and opportunities in the professionalising journey of women athletes in Australian team sport. In listening to, and analysing, women athlete voices we found that gendered power imbalances privileged masculinised cultures were still prevalent in sport, and ways that sports can effect change, and more positive futures for women professional athletes.

An experience-centred design framework for the digital transformation of federated sport structures

Paul Templeman (University of Technology Sydney)

Keywords: digital transformation, federated governance, experience-centred design

Compared with broader management literature, bar a few exceptions (Ehnold et al., 2020; Santomier et al., 2020), digital transformation as a topic has received scant attention within sport management literature. When digital transformation has been addressed within sport management literature it is often within a narrow context of either a single organisation, a single domain (for example eSports) or around a specific organisational capability (such as digital marketing or social media). Little attention has been given to digital transformation of an entire sport or a federated sport system. Governance has been a key focus of sport management literature, addressing the challenges of governing a large number of stakeholders often within and across multi-level federated structures (Chappelet, 2011; O'Boyle & Shilbury, 2019; Parent et al., 2017; Shilbury & Ferkins, 2015). A key aspect of digital transformation is technology governance (Tiwana, 2013; Weill & Ross, 2013; Weill & Woerner, 2018; Welchman, 2015) – essentially who has the decision rights around technology within a given digital transformation initiative. Exploring the different archetypes of technology governance, Weill and Ross (2013, p. 61) comment that the “federal model is undoubtedly the most difficult archetype for decision making” with Executives trying to balance the “unique responsibilities” of each member of the federation. Despite governance being a major focus within sport management literature, there is little reference to technology governance.

This paper seeks to contribute to both the digital transformation and governance aspects of sport management by examining the question “what are the capabilities required at the industry, ecosystem (sport), and organization level for digital transformation to occur?”. Based on ten preliminary semi-structured interviews of sport and sport technology executives at multiple levels the Australian sport sector several challenges of managing digital transformation programs within federated sport systems are identified. Challenges include differing levels of digital maturity and capability, lack of federated technology governance, limited digital resources, competing objectives of stakeholders, different responsibilities and therefore different requirements at the various levels of federated sport structures, and lack of understanding of digital business models by sports. Based on the challenges identified during interviews, a conceptual framework influenced by experience-centred design that maps out the capabilities required for the digital transformation of federated sport structures is proposed. Inspired by the use of “multiple lenses” in Crowston and Myers (2004) research on the role information technology in industry transformation, the conceptual framework draws from the literature domains of service innovation, information systems, strategic management and public administration. Using the four lenses of digital transformation, digital capabilities, service innovation and industry platforms, the conceptual framework and two experimental design canvases are proposed to provide guidance for practitioners involved in the digital transformation federated sport structures and lay a foundation for further action design research and testing of the conceptual framework and canvases with selected sports.

Virtual Reality as a Tool for Social Inclusion: Establishing a baseline of attitudes towards innovation and disability in Australian sport

Alana Thomson (Federation University Australia), Terri Byers (University of New Brunswick Fredericton) and Simon Darcy (University of Technology Sydney)

Keywords: social inclusion; disability sport; innovation; virtual reality; event legacy

Australia's participation and performance in international-level parasport has advanced, however, we have not seen equivalent development of grassroots opportunities (Darcy, Lock & Taylor, 2017; Jeanes et al., 2018). In Australia, we are looking forward to a decade of large-scale sport event hosting, including high profile parasport events in the Victorian 2026 Commonwealth Games and Brisbane 2032 Olympics and Paralympics. Social inclusion and legacy for people with disability is again high on the agenda, coinciding with the 2021-2031 Australian Disability Strategy and the disability social policy revolution in the National Disability Insurance Scheme. We have an important opportunity to engage in critical research and debate, to inform this social agenda moving forward and capitalise on the social change potential presented through large-scale sport event hosting through developing a more engaged community disability sport sector.

Disability is a complex social construct and compounding barriers inhibit participation of people with disabilities in sport (Darcy et al., 2017; Misener & Darcy). Misener and Darcy (2014) called on the research community to stop approaching disability sport as a research context, and instead engage in the critical discussions needed to advance the agenda of disability sport. Recent growth in critical research in Australian community sport organisations highlights a significant barrier to progress is a lack of community sport club leaders and stakeholders working to challenge ableist attitudes and practices to sport delivery (Darcy et al., 2022; Jeanes et al., 2018; Spaaij et al., 2020). As a response to such attitudinal barriers, Byers et al. (2021) outlined a conceptual argument, in the context of mega events, for the role of technological innovation using virtual reality (VR) as a training tool to influence attitudinal change toward disability (and other forms of diversity) and support more inclusive approaches to sport delivery.

The purpose of this study is to explore attitudinal barriers and transformational solutions to increase social inclusion for people with disability in Australian sport organisations. As a first stage in a broader program of research, we will work with people with disability and disability advocacy organisations to codesign engagement with Australian sport organisations. Our interviews with key stakeholders in Australian sport organisations will explore perceptions of innovation (specifically VR) and attitudes (i.e. conscious / unconscious biases) towards disability. We use Friedman and Owen's (2017) conceptualization of ableism to explore attitudes and we use the Symbolic Ableism Scale (SAS) (Friedman & Awsumb, 2019) to qualitatively explore the utility of the SAS in the context of sport and to provide critical theoretical grounding to the study. This initial stage of the research seeks to establish a baseline for understanding attitudes and to inform the subsequent stages of the research, which will develop a VR intervention to promote a better understanding of inclusive practice to improve the attitudes of those in the sector towards disability. Our conference presentation will focus on preliminary findings from the study and implications for following stages of the overall project.

Examining Information-Seeking Behavior Surrounding Sport Mega Events and the Threat of Human Trafficking: Insights from Google Trends Data

Wenche Wang (University of Michigan), Stacy-Lynn Sant (University of Michigan) and Elizabeth King (University of Michigan)

Keywords: Sport mega event; Human trafficking; Information seeking; Sex trafficking; Google Trends

Human trafficking has been associated with hosting sport mega events (SMEs) since the 2004 Summer Olympics in Athens, Greece (Hayes, 2010; Hennig et al., 2007). SMEs are considered a catalyst for human trafficking due to high demand for labor prior to and during these events (Matheson & Finkel, 2013) and the increased demand for sexual services from the influx of tourists during these events (Boecking et al., 2019). Trafficked persons can partly meet this demand. Due to the fluid (and rapid) movement of victims and perpetrators (Monzini, 2005; Richard, 1999) as well as victims' reluctance to report their situation (Hennig et al., 2007), official data released by law enforcement agencies and advocacy organizations may be subject to biases and underrepresentation (Counter Trafficking Data Collaborative, 2017). The critical challenges in collecting reliable data render it difficult to establish a correlational or causal link between hosting SMEs and human trafficking.

Despite a lack of sound empirical evidence, media reports often portray a link between these events and human trafficking using sensationalized stories and dubious statistics. This discourse may lead to uncertainty and fear in host communities and among global audiences. In uncertain circumstances, people frequently seek information in an effort to understand and potentially eliminate an associated threat (Folkman et al., 1986). Information seeking can reduce uncertainty to an acceptable level (e.g., Krikelas, 1983; Kuhlthau, 1993).

In this paper, we examine the public's search for human trafficking information associated with the hosting of SMEs. We focus on six SMEs: two editions of the Summer Olympic Games (London 2012 and Rio de Janeiro 2016); two Winter Olympics (Sochi 2014 and Pyeongchang 2018); and two FIFA World Cups (Brazil 2014 and Russia 2018). We referred to Google Trends data to measure the intensity of information searches. Specifically, we collected data on searches for "human trafficking" and "sex trafficking" as well as a set of keywords related to the six SMEs from the year the host city (or nation) was awarded the event through the year of the event. We obtained tweets from official and unofficial Twitter accounts of individuals and organizations promoting awareness of human trafficking and advocating for survivors. Twitter data proxied counter-trafficking efforts on social media. Using the double-hurdle regression model (Cragg, 1971), our results reveal a connection between the public's demand for sex trafficking information and interest in SMEs. Findings further suggest that advocacy groups' and individuals' social media efforts have enhanced public awareness of human trafficking and increased the demand for both human trafficking and sex trafficking information.

Relational Leadership in Professional Sport

Lewis Whales (University of Technology Sydney), Stephen Frawley (University of Technology Sydney), Adam Cohen (University of Technology Sydney) and Natalia Nikolova (University of Technology Sydney).

Keywords: Leadership, professional sport, netball, relational leadership, teams

Existing sport management research has typically explored leadership from the entity perspective. An entity perspective studies leadership as it is produced by people who are recognized as distinct entities, such as leaders and followers (Uhl-Bien, 2006). This view is limited as it tends to ignore context, emergence, and dynamic social influences (Crevani et al., 2010). In contrast, this project applied a relational leadership lens to the context of a professional sport organization. Relationality is concerned with the social construction of leadership through interactions in social contexts (Fairhurst & Uhl-Bien, 2012). Mainstream leadership has begun to incorporate leadership from a socially constructed relational perspective. This perspective on leadership is concerned with the way leadership is constructed through the ongoing negotiation of meaning through interactions (Ospina & Sorenson, 2006). This approach presents several opportunities for improving leadership theory, practice, and development in professional sport. These opportunities include recognizing the importance of experience for leadership, how leadership is produced through social interaction, and how shared understandings constructed in social contexts influence leadership practice.

The organization selected for the research project was a professional netball club competing in the Australian Super Netball League. In depth exploratory methods were employed. Data was collected through observations, interviews, focus group interviews and video analysis over the duration of one year. An interesting problem was presented on the first day of data gathering, when the captain proclaimed, "we are a team of leaders". This statement contradicted traditional individualistic conceptualizations of leadership, presenting an empirical mystery for exploration (Alvesson & Kärreman, 2007). An abductive data analysis process was followed, involving iterations of moving between existing literature and the empirical material to explain leadership in the organization (Alvesson & Kärreman, 2007). The completed research project is presented as a thesis by compilation including three research papers.

Key findings are presented through the three related research papers. First, leadership is continually being constructed through interactions and meaning making in the organization. Some parts of interactions are implicit between people due to established shared understandings. Leadership practice is therefore interdependent and continuously being constructed and reconstructed. Second, through dialogue shared understandings are developed that enable relational leadership development. These meanings are constructed by engaging in dialogue with group members to make sense of the past, present, and future. Finally, leadership may be developed with others through relational processes in everyday work. This is evident in the notion of leading by example, where some actions are recognized as desirable and emulated by other members within the social context. What was perceived as good leadership became a shared understanding based on experience and desired outcomes. The contribution of the project is theoretical and practical recommendations for leadership practice and development in the context of professional sport.

The Use of Immersive Virtual Reality (iVR) as a Sport Marketing Teaching and Learning Tool: Servicescape Activity

Damien Whitburn (Deakin University), Evan Dekker (Federation University Australia) and Sarah Preston (Federation University Australia)

Keywords: virtual reality, teaching and learning, sport management, sport marketing, servicescape

Creating and maintaining a high-quality learning environment is critical for student learning. High-quality learning environments have been explored across a range of disciplines (including medicine, veterinary science, business, and education) (Rolfe & Gray, 2021; Van Doorn, 2018). Further, COVID has been a catalyst for researchers to investigate the impact of purely online, and hybrid learning environment delivery option. In a report that outlines the use of transformational digital technologies in higher education, Weil (2021) explains that learning environments should include a complex mix of learning resources and facilitative technologies, coupled with (human) teaching and learning practices that are discipline specific. There is an embryonic, but growing area of research examining what a high-quality learning environment might be in sport management (LeCrom & Naylor, 2020; Rayner & Webb, 2021). Given Australia is facing a golden decade of hosting major sport events where industry practitioners need to be prepared in all facets of sport management and marketing, including creation of memorable event experiences, it seems relevant to explore how learning environments can be enhanced to support and prepare graduates for the work the next ten years will require.

This presentation seeks to advance knowledge of learning environments in sport management by examining use of iVR in sport marketing teaching and learning. An in-depth discussion around the pedagogy of iVR will be presented in line with how iVR can address teaching challenges in the Sport Management context. More specifically, this presentation highlights the application of iVR as a valid tool for advancing teaching and learning in the concept of Servicescape. Servicescape focusses on the importance of the unique and attractive features of a facility (physical features) and the (largely intangible) activities that managerial staff engage in to leverage physical assets to create memorable sport consumer experiences (Belch and Belch, 2018; Langeard et al., 1981). This is a difficult concept to teach, and difficult for students to grasp as it is largely done (currently) in learning environments that are time- and location (cloud or campus)- bound. Given this, the efficacy of iVR will be proposed, and its validity (as evidenced from a health education setting), as well as the challenges and benefits of its use will be discussed.

The translation of an iVR experience, designed and delivered by the authors, from a health education setting to the Servicescape setting will be presented. The development of the existing tool, its use, and student experiences will be discussed. The transfer of current architecture and insights from student data to the Servicesape experience will be outlined.

Both contexts face similar complexities integrating tangible and fixed elements to more nuanced human actions required to successfully navigate problems posed. These are often too complex to complete with pen and paper in a classroom, or by tablet/computer via Zoom. The iVR simulation invites students to navigate through a virtual sporting experience, engaging and interacting with the Servicescape at a number of touchpoints. For example, a live sporting experience of entering the ground, finding assigned seats, purchasing food, going to the toilet, and accessing Wi-Fi are part of the proposed simulation.

Successful iVR integration into the learning environment can lead to enjoyable and engaging student experiences resulting in higher knowledge retention and demonstration, and greater ability to navigate complex problems. This provides the sport sector high quality, conceptually capable and technologically advanced graduates. Theoretically, iVR in sport management is embryonic and this research advances the agenda of using iVR in Servicescape and other sport management settings.

The motivations of co-streaming esports spectators and the moderation of fandom and co-streamer fit

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

Keywords: esports, consumer motivation, fandom, live streaming, co-streaming

Esports broadcasts on live streaming platforms such as Twitch.tv enable game publishers to reach millions of fans (Newzoo, 2021). As sponsors are the major source of revenue in esports, video game publishers endeavour to increase the reach of their broadcasts and attract new audiences (Newzoo, 2021). Co-streaming, the provision of broadcast rights to gaming influencers to live stream esports tournaments alongside the official broadcast, is one avenue that game publishers have used to increase their audience (Newzoo, 2022). Understanding why fans watch co-streamed esports is important as it is expected that co-streams increase revenue for game publishers and live streamers (Fitch, 2021).

The current literature on esports spectatorship focuses on exploring and contrasting motivations for in-person versus online methods of spectating (Neus, 2020), the differences between esports genres, or comparing esports to traditional sports (Pizzo et al., 2018). As traditional sport spectator motives have demonstrated relevance and similarities to consumers' motivation to watch esports broadcasts (Hamari & Sjöblom, 2017; Pizzo et al., 2018), this research applies traditional sport spectator motives into the context of co-streaming esports.

Uses and Gratification theory (U&G) guides this examination as it is widely employed to understand the needs and motivations of consumer choice and use of media (Katz et al., 1973). To investigate the motives of co-streaming spectators, this study aims to better understand what influential factors drive spectating co-streamed esports broadcasts.

A mixed-method approach will be employed (Tashakkori et al., 2020). An online survey will be distributed to recruit participants who spectate co-streamed esports broadcasts. This survey will include the Motivation Scale for Sports Consumption (MSSC) adapted from Pizzo et al., (2018), the sports fandom involvement scale (Beaton et al., 2011), and the live streamer to content-fit scale (Qian, 2021). This research uses the Psychological Continuum Model (Funk & James, 2001, 2006) to categorise consumers across attraction, attachment, and allegiance stages to the co-streamer. Co-streamer fit is used to assess differences across the PCM stages, as Qian (2021) proposes that sport fandom may affect consumers' intentions to watch co-streams. Qualitative open-ended questions will be used to further explore consumer motives to spectate esports via a co-stream.

Data analysis will involve the Bayesian latent profile analysis procedure described by Baker et al., (2021) using the sports fandom involvement scale and the live streamer to content-fit scale. The resulting categories (attraction, attachment, and allegiance) are used to moderate three multiple regression analyses and results compared through MANOVA. To provide additional depth, the qualitative survey will be analysed through thematic analysis guided by steps outlined by Braun and Clark (2006).

The current research is expected to make theoretical contributions to the literature by applying U&G theory to co-streaming. Practical contributions of the research include informing co-streamers' strategic branding regarding esports content fit and providing practical recommendations to game publishers to establish guidelines to provide broadcast rights to live streams. These practical contributions allow for the strategic use of co-streaming broadcasts for game publishers. It is anticipated this will help extend the reach of esports, providing increased value for sponsors.

“He tangata, he tangata, he tangata”: the (hidden) human capital helping the sport event sector survive a crisis like no other

Richard Wright (Auckland University of Technology), Tom Fletcher (Leeds Beckett University) and Koji Kobayashi (Otago University of Commerce)

Keywords: Human Capital Theory; Sport Facilities Management; COVID-19

He aha te mea nui o te ao

What is the most important thing in the world?

He tangata, he tangata, he tangata

It is the people, it is the people, it is the people

Maori proverb

Human Capital Theory (HCT) is built upon the premise that investing in people can enhance organisational performance, productivity and profitability (Schultz, 1961; Nafukho et al 2004). Lee et al, (2012) define human capital as the attributes of individuals in terms of knowledge, skills, competencies, and attitudes conducive to personal development and societal well-being. A meta-analysis of work experiences identified health and well-being, satisfaction, turnover intentions, and productivity are directly impacted upon by work–family conflict (WFC), family–work conflict (FWC), workaholism, work engagement, and burnout (Clark et al, 2016). Although there has been an increased awareness of the importance of managing athlete health and well-being, there remains a surprisingly limited amount of scholarly research into the importance of investing in human capital elsewhere in the sport industry (Weight et al 2021).

This paper shares one of the emergent themes from an exploratory study into the impact of the Covid-19 lockdowns on the sport event sector. More specifically, it reveals the extent to which privately and public-owned sport facilities used the temporary closure of their venues as an opportunity to invest in the development of human capital. Semi-structured interviews, conducted in the UK and New Zealand, revealed the importance placed upon workforce well-being and, wherever possible, staff retention. Sports facilities, like many other businesses, were required to significantly reduce their wage bill through the disestablishment of pre-pandemic roles and realignment of staff responsibilities. Many, however, were also able to retain and retrain the people who would inevitably play a major role in the re-opening and recovery process.

The findings reveal an acute awareness and respect in regards to the challenges attached to recruiting/replacing the skills, knowledge and experiences of their staff. In sum, maintaining engagement and motivation was considered a priority during the crisis period, with a number of participants stressing the importance of ensuring that the tangible and intangible contributions offered by those forced to work from home were both visible and valued. Several referred to their workforce as a community and/or family who were willing to make a personal sacrifice for the betterment of the collective. The recommendations call for greater appreciation and acknowledgement of the human capital connected to the people who work behind the scenes to facilitate sporting fixtures of all forms and functions. Ultimately without a stage upon which athletes can entertain the masses, and sponsors can advertise their products, there would be no professional sport event industry.

Why Chinese live streaming NBA: Determining the behavioural intentions and motivations in viewing US basketball games on Tencent

Liang Xiao (University of Technology Sydney), Kate Delmo (University of Technology Sydney) and Amelie Johns (University of Technology Sydney)

Keywords: Uses and gratifications theory, Sports live streaming services, Tencent, NBA, Digital media motives

Live streaming services provide a platform for viewers to access sports games worldwide. However, scholars have rarely empirically examined users' usage from the perspective of international communication. Users of the live streaming service of the NBA in China are the subjects of this study. NBA's China business is estimated to be worth \$7.4 billion annually in a market where 300 million people play basketball. In addition, 490 million Chinese fans live streamed the NBA games on Tencent, a digital media giant in China.

The uses and gratifications theory (U&G) could be applied to examine the motivations and behaviours of media users in the context of sports. A previous (Li et al., 2019) study targeted the users' habits in different countries with different cultures. The researchers compared the motives of social media usage when fans followed a sports organization on Twitter and Weibo. Another research (Tang & Cooper, 2013, 2022) focused on various media exposure in a single sports tournament. The scholar explored the predictors of multiplatform media use during the 2012 London Olympics and 2020 Tokyo Olympics. The outcome illustrated which factors determine access to international sports mega-events via traditional, online, and mobile media.

Following U&G theory, the focus of this study is to determine users' behaviour intentions and motivations in consuming sports live streaming services. Furthermore, the researcher explores which identified motives could predict users' digital media usage frequency in viewing US basketball games in China. Data was gathered from an online survey of live-streamed NBA users in China. The respondents should live stream no less than 10 NBA games or 30 hours of NBA games from 2014, the year Tencent became the exclusive digital partner of the NBA in China, until now (n=306). The developed research questions guided all measures included in the questionnaire. In addition, subscales were sourced from previous studies (Whittle, 2018) to examine the motives of sports live streaming service users in the US.

The participants got started with the questions about attitudes towards NBA live streaming service, usage patterns of NBA viewing, proceeded to the scales examined motivations of streaming NBA on Tencent and ending with demographic information. Four sections formed the questionnaire: five items relating to attitudes to NBA live streaming services, four questions exploring NBA fans' media usage, two questions exploring how they use the Tencent Sports app, twenty-two items examining the motivations of streaming NBA on Tencent, and five demographic questions.

Firstly, the results show the similarities and differences in attitudes to stream NBA among users in different cities, genders, ages, education backgrounds, and income levels. Secondly, a Multivariate analysis of variance (MANOVA) is conducted. The finding shows the significant differences in the motivations of live streaming NBA between the users under 24 years old and others. The former has higher motives for viewing quality of live streaming NBA, while the latter has higher motives of convenience, enjoyment, social benefits, and view cost. Lastly, stepwise regression analysis indicated social benefits and viewing costs could predict the use frequency of Tencent NBA Live Streaming Service Users.

The outcome of this research will expand the knowledge of media exposure in a globalized context and offer a better understanding of users of sports live streaming services in the global market for sports organizations and academia.

Less is more: Using machine learning to predict individual fitness centre attendance

Carleigh Yeomans (Swinburne University of Technology), Adam Karg (Swinburne University of Technology), Jeremy Nguyen (Swinburne University of Technology) and David Purser (Northwestern University)

Keywords: Machine Learning, Attendance, Member Behaviour, Fitness Centre, Leisure.

Attendance is a key driver of the financial viability of many sport and leisure businesses; however, maintaining attendance levels is an ongoing challenge (Rand, et al., 2020). Consequently, academics and practitioners have regularly sought to understand the factors that influence attendance behaviour. Such work has included testing attitudinal measures (Kim et al., 2019) as well as observing past behaviours (Karg et al., 2021; Schreyer et al., 2019; Yi et al., 2020) to predict future behaviour. At present, very few studies utilise methods from the rapidly developing field of machine learning to predict attendance behaviour in sport and fitness contexts. Nguyen, et al., (2022) and Sobreiro, et al., (2021) are notable exceptions, with these studies reinforcing the emerging stylised fact that understanding attendance and retention as (behavioural) outcomes necessitates consideration of (past) attendance behaviour. Further, existing research demonstrates the benefit of a historic data 'window' that increases over time (Nguyen, et al., 2022). However, to the best of the authors' knowledge, no existing work examines the optimal interval, or length of time, for data collection and assessment.

Advancing attendance-focussed machine learning studies in sport and leisure contexts, this study presents two main questions:

1. Which machine learning algorithm provides the best performance of prediction of future attendance, using past attendance, in fitness centre contexts?
2. What evaluation interval (i.e., length of past behaviour measurement) provides the best performance of prediction?

Using machine learning, we evaluated algorithms for their ability to predict weekly attendance using only available fitness centre usage data. Following past research (e.g., Nguyen, et al., 2022; Sobreiro, et al., 2021), an array of classification algorithms assessed 2797 members of an Australian fitness centre, with attendance data collected over a 56-week period. This process extracted prior attendance to train the model, and predicted a binary outcome of attendance (or non-attendance) in the subsequent week. Performance was evaluated using metrics which provide a comparison between models trained using varying intervals, or numbers of weeks of historical attendance. The results showed XGBoost as the most accurate algorithm when predicting future attendance behaviour in the following week, using different time interval lengths ranging from one to ten weeks. On average, attendance prediction occurred with an accuracy, sensitivity, precision, and F1 Score of between 76% and 79%. Preliminary results contrast the belief that more data acts as a better predictor of future behaviour in leisure contexts.

This study is among the first to predict individual and aggregate fitness centre member attendance, and propels the merit of machine learning algorithms in leisure contexts. Understanding which individuals are unlikely to attend in a particular week empowers managers to take strategic action to influence attendance decisions. As evaluation was performed without using questionnaires, managers are able to identify members at risk of nonattendance with non-invasive and readily available measures. The presentation will extend the relevance of these findings to a wider range of sport and leisure research contexts, as well as conclude the potential value and opportunity for machine learning approaches for sport management.

Creating mutually beneficial partnerships between small businesses and grassroots sport organisations: Presenting social impact through local sport
Christopher Yorke (University of Portsmouth)

Keywords: Corporate social responsibility, social impact, small and medium enterprise
Corporate social responsibility through sport (CSRTS) is when a corporation leverages the “power of sport” (Smith & Westerbeek, 2007) to improve its business and provide a return to the community (Banda & Gultresa, 2015). However, the concept has not considered the unique approach to corporate social responsibility (CSR) by small and medium enterprise (SME) (Lampadarios et al., 2017), and how SMEs can leverage the power of sport via grassroots sport organisations (GSO). Despite SME having an idiosyncratic approach to CSR causing them to implement CSR differently from larger corporations, and accounting for more than 99% of all UK businesses. Therefore this paper argues how to facilitate mutually beneficial relationships between SMEs and GSO by leveraging the power of sport to offer an innovative approach to address the lasting impact of COVID-19 (Ratten, 2020).

Using practitioner interviews this paper illustrates why CSRTS should be reconceptualised to a new approach called social impact through local sport to facilitate wider SME engagement with social responsibility projects via the power of sport.

An investigation of the academic research landscape illustrates that CSR has become an established business practice (Dahlsrud, 2008). CSR research has also evolved to focus on sub-categories including CSR and professional sport (Babiak & Kihl, 2018) and the idiosyncratic approach of SME businesses engaging with CSR (Fassin, 2008). However, until this paper, there had been no research regarding an integrated approach for CSR, sport and SMEs that could lead to mutually beneficial relationships.

A case study was identified that involved the engagement of different SME working together to achieve a local, social goal via the power of sport. The main stakeholder organisations engaged with the project included a rugby union club, a solicitors and a special education needs (SEN) school. A total of eight semi-structured interviews were conducted with individuals involved in a high-level strategic decision-making position within this CSRTS project. Using reflexive thematic analysis (Braun & Clarke, 2022) key themes were presented to demonstrate the motivations, challenges and opportunities for engaging SME businesses with CSRTS. The key themes recognised that CSR terminology failed to engage with SME practitioners and social impact was more important than securing stakeholders' financial gains. This discovery aligns with the growing prominence of social capital theory above stakeholder theory within academic literature (Babiak & Kihl, 2018).

By utilising the experiences of SME practitioners to address the barriers to CSRTS engagement (including the terminology, bureaucracy and lack of resources) the presentation of social impact through local sport offers a practitioner-focused approach to engage the 90% of all UK businesses categorised as SME.

This paper illustrates that sport can serve as a vehicle to create mutually beneficial relationships between SME businesses and GSO. SME organisations are motivated by social outcomes rather than commercial advantage due to their close personal, familial connection to the location. Therefore adapting current CSR theory to the idiosyncratic nature of SME can secure positive community impacts.

Mission, Vision, Values: A Content Analysis of Australian Sport Organisations

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Keywords: Governance, Strategy, Mission, Vision, Values

Strategy formulation is a central task of senior managers and sport boards. It involves determining a vision, a mission, and values to guide organisational actions to exercise strategic choice (Shilbury, 2022). The importance of developing vision and mission statements is well documented in the academic and practitioner literature (Kemp & Dwyer, 2003). Vision and mission statements are essential to define the future aspirations of an organisation and to clarify what business an organisation is in.

Yet, as noted by Kemp and Dwyer, (2003) “the role of the mission statement in the strategic management of business firms has not been sufficiently highlighted in the literature” (p. 635). Very little empirical research has been conducted on strategy documents, particularly mission or vision statements (Cady et al., 2011). Minimal attention has also been paid to mission statements in the strategic management of sport organisations. Strategy research specific to the field of sport management has been sparse (Shilbury, 2011), however there is evidence of this changing with increasing interest by sport management scholars in the study of strategy in non-profit organisations (Shilbury, 2022). This is, for instance, acknowledged by Morrison and Misener (2021) when they describe the complex and uncertain environment in which non-profit sport organisations operate. The purpose of this study is to examine the vision, mission, and value statements of sport organisations to establish the existence, the nature, and the major components of mission and vision statements by sport organisations as well as evidence of stability or change of the statements. Accordingly, this study addresses the following research questions: Do mission, vision and values change over time? Do mission, vision and values change to shape (changing) objectives? How consistent are (the changes in) the mission, vision and, values statement of sport organisations across member associations (NSOs to SSOs)?

This exploratory study drew on a multiple case study design. Medium and large Australian national sport organisations (NSOs) and state sport organisations (SSOs) were examined using secondary data via desk research. Cases were selected with a minimum of 9 years of annual reports publicity. A total of 31 SSOs and 16 NSOs were analysed with secondary data (annual reports, strategic plans, and websites) available and published between 2005 to 2020. Using Pearce and David (1987)'s nine components of a comprehensive mission statement and Chun's (2019) ethical values framework the authors are currently undertaking a thematic content analysis (Braun & Clark, 2021).

Initial findings showed that most sport organisations publish their mission, vision, and values. Few changes could be identified in the mission, vision, and values over time despite more significant changes observed in their objectives. This stability of mission, vision, and values is an important finding because understanding the strategic process and the diversification of a sport organisation's activities and mission is central. Data will also be compared across NSOs and SSOs to examine degrees of consistency between these entities as the need for a common strategy is important in federated sport structures (Shilbury & Ferkins, 2015). The presentation will identify opportunities for future research and practical implications.