



*37th Annual
NASSM Conference*

JUNE 2-4, 2022

Atlanta, GA



NASSM Delegates,

On behalf of the North American Society for Sport Management, I am pleased to welcome you to the 37th annual NASSM Conference. It is a pleasure to welcome you to Atlanta in person. It is so wonderful to see so many of you traveling to Georgia to share your research, network, collaborate, and spend time with friends and colleagues.

As many of you know, the NASSM membership voted for a new governance structure in February. The search committee has been hard at work interviewing executive director candidates. The new governing board hopes to announce the new executive director soon after the conference. I would like to thank the search committee members, Ari Kim, Alison Doherty, Laurence Chalip, Tim Deschriver, Antonio Williams, Tim Koba, and Alyse LaHue for their generous time and service. It is because of your willingness to serve that we can advance the goals of the society. Thank you!

I would like to thank NASSM Past-President Dr. Damon Andrew, the section heads, and the reviewers for assembling a wonderful academic program. On Thursday, we look forward to the Earle F. Zeigler Award Keynote Address, to be delivered this year by Dr. Latena Hoerber. On Friday, I will welcome three amazing women founders, Tiffany Mack Fitzgerald, Nicole Shaia, and Caroline Fitzgerald as part of the President's Keynote Panel. I will moderate a panel about women in sport and what each of these startups are doing for women and girls. On Saturday evening, we will recognize our award winners, including Dr. Lisa Kihl (Garth Paton Distinguished Service Award), Dr. Nef Walker (Dr. Joy DeSensi Diversity Award), and Dr. Jim Weese (Distinguished Sport Management Educator Award). This promises to be a memorable evening - I hope you will stay through the weekend to join us in celebration!

Thank you to the outgoing members of the Executive Committee - Dr. Brian McCullough, Dr. Jacqueline McDowell, Dr. Mike Naraine, Dr. Jeff Graham, Dr. Scott Tainsky, Dr. Jeff James, Dr. David Shonk, Dr. Damon Andrew, and Dr. Robin Ammon. I am grateful for your service and leadership. It has been a pleasure working with you! Finally, I would sincerely like to thank Dr. Stacy Warner and the conference organizing committee, Dr. Robin Ammon, Dr. Natalie Smith and the marketing committee, and Dr. Khalid Ballouli for their tireless work in making this conference a reality. Thank you, all!

Yours in sport,

A handwritten signature in blue ink, which appears to read "Bri Newland".

Dr. Bri Newland
President, NASSM

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PAST-PRESIDENT'S WORKSHOP

Higher Education Administration with a Sport Management Background: Panel Presentations for Prospective and Current Higher Education Leaders

Panel 1: Transitioning into higher education administration [Moderator: Damon Andrew, Florida State University]

- **Heath Hooper, Dean, Ledbetter College of Business, Shorter University**
- **Laura Misener, Director, School of Kinesiology, Western University**
- **Joshua Newman, Associate Dean for Research, College of Education, FSU**
- **John Singer, Associate Dean for Diversity and Inclusion, College of Education and Human Development, Texas A&M University**
- **Sam Todd, Associate Dean of Faculty, Operations, and International Affairs, College of Hospitality, Retail, and Sport Management, University of South Carolina**

Panel 2: Providing senior administration leadership with a sport management background [Moderator: Damon Andrew, FSU]

- **Robert (Bob) Baker, Interim Dean, College of Education and Human Development, George Mason University**
- **A.J. Grube, Dean, College of Business, Western Carolina University**
- **Lance Tatum, Senior Vice Chancellor for Academic Affairs, Troy University**
- **Lucie Thibault, Dean, Faculty of Health Sciences, University of Ottawa**
- **Nefertiti Walker, Vice Chancellor for Diversity, Equity, and Inclusion and Chief Diversity Officer, University of Massachusetts - Amherst**

CONGRATULATIONS!

NASSM

would like to congratulate

Dr. Larena Hoerber

for winning the

Earle F. Zeigler Lecture Award!



“The best teacher is also a student”: Learning from my mistakes to improve qualitative research literacy

Thursday, June 2

9:55am

Windsor Ballroom



CONGRATULATIONS!



Dr. Lisa Kihl

University of Minnesota

2022 Garth Paton

Distinguished Service Award

Dr. Jim Weese

Western University

**2022 Distinguished Sport
Management Educator Award**



Dr. Nefertiti Walker

University of Massachusetts-Amherst

2022 Dr. Joy Desensi

**Diversity Award for Inclusive
Excellence**



CONGRATULATIONS!

2022 Research Fellows

Dr. Bradley Baker, Temple University

Dr. Jeff Graham, University of Tennessee

Dr. Ted Hayduk, New York University

Dr. Brennan Berg, University of Memphis

Dr. Craig Hyatt, Brock University

Service Learning Grant

Dr. Brian Menaker, Texas A&M University, \$5000

Establishing the classroom as organization in experiential learning courses while building capacity of the Kingsville Cross Country Race Series

Jauet Parks Research Grant

Dr. Liz Delia, UMASS, \$1100

The intersection of sport fandom and environmental sustainability

Dr. NaRi Shin, UConn; Dr. Hanhan Zue and Dr. Amy Chan Hyung Kim,

FSU; Dr. Ari Kim, Towson University, \$3135

Toward a critical understanding of the experiences of Asian women in sport management

SMEJ Best Paper

Dr. Nef Walker, Dr. Kwame Agyemang, Dr. Marvin Washington, Dr.

Lauren Hindman, & Dr. Jeffrey MacCharles

Getting an internship in the sport industry: The institutionalization of privilege

Best NASSM Reviewer

Dr. Bradley Baker, Temple University

Dr. Yannick Kluch, Virginia Commonwealth University

CONGRATULATIONS!

Student Best Paper Winner

'I just try to be myself': Authenticity negotiation in elite athletes' personal branding on social media

Nataliya Bredikhina, Temple University

Dr. Thilo Kunkel, ADVISOR Temple University

Student Best Paper Finalist

Board decision-making processes in non-profit sport organizations

Erik Lachance, University of Ottawa

Dr. Milena Parent, ADVISOR University of Ottawa

Student Best Paper Finalist

Consumer profiles of youth sport parents: A cluster analysis

Georgia Teare, University of Ottawa

Dr. Marijka Taks, ADVISOR, University of Ottawa

Student Best Paper Finalist

Put your mask on! The influence of team identification and political ideology on spectator adherence to COVID protocols

Colin Lopez, Temple University

Dr. Dan Funk, ADVISOR Temple University

Doctoral Student Research Grant

Xuan (Sarah) Guo, University of Georgia, \$1,078

Examining the college athlete mental health challenges in the NIL era

Ashlyn Hardie, Texas A&M University, \$2,249

Resource dependency in SDP: A grassroots perspective

Division II international tennis student-athletes' perceptions of adapting to higher education in the United States

Karina Gurgenyany, Georgia State University

Sarah Stokowski, Clemson University ADVISOR

Beth Solomon, Auburn University ADVISOR

Amanda Paule-Koba, Bowling Green State University ADVISOR

10-minute lightning talk (including questions)

Socio-Cultural

Lightning 1

Community

Thursday, June 2, 2022, 8:00 AM - 8:10 AM

Researchers have long taken an interest in the transitional experiences of student-athletes (e.g., Smith & Hardin, 2018; Wylleman et al., 2004). However, much of the literature has focused on student-athletes' adapting to life beyond sport (i.e., retirement) and is concentrated at the Division I level (e.g., Bopp et al., 2021). Additionally, limited scholarship (Williams et al., 2021) has been devoted to understanding the experiences of the 100,000 student-athletes that participate in the Division II classification (NCAA, 2021). Although all college students experience a change in social roles upon entering higher education, the adjustment of international students is different in that this population must assimilate to an entirely new culture (Gallager, 2013; Popp et al., 2011). Thus, the initial transitions (to college) of student-athletes at the Division II level and particularly those who hail from countries outside of the United States warrants further exploration.

International student-athletes chose to come to the United States for enhanced educational as well as athletic opportunities (Ridpath et al., 2019). Currently, there are more than 20,000 international student-athletes competing at NCAA (2021) membership institutions. Among tennis student-athletes competing at the Division II level, 38% of women and 58% of men are international (NCAA, 2019). Thus, the purpose of this study is to explore Division II international tennis student-athletes' perceptions of transitioning to an institution of higher learning in the United States.

Individuals often struggle to adapt to transitions. Schlossberg's (1981) Model for Analyzing Human Adaptation to Transition established "variables which seem to affect the outcome of the transition of an individual" (p. 5). Therefore, the present study was informed by Schlossberg's (1981) model, which consists of "three major sets of factors that influence adaptation to transition: (1) the characteristics of the particular transition, (2) the characteristics of the pre- and post-transition environments, and (3) the characteristics of the individual experiencing the transition" (Schlossberg, 1981, p. 5).

The present study employed a phenomenological methodological design. A phenomenological approach seeks to understand the lived experience of a specific phenomenon (Lester, 1999). Through purposeful sampling, eight (four women, four men) international tennis student-athletes at two Division II institutions participated in semi-structured interviews. The interview protocol was informed by Schlossberg's (1981) three characteristics of transition (i.e., transition, environment, individual). The data will be analyzed using Saldaña's (2009) coding process (i.e., attribute, structural, description, pattern). A pilot study, bracketing interview, and triangulation of coding will be used to establish trustworthiness (Rossman & Rallis, 2003).

This study seeks to provide insight into the unique experiences of international tennis student-athletes competing at the Division II level. Ultimately, through the lived experiences of the participants, the data may provide those who interact with this sub-population of student-athletes (e.g., administrators, coaches, parents) with an increased understanding how these students adapt to college. Effective programming is needed to enhance the athletic experience (Navarro et al., 2020), and the present study can assist athlete development specialists in designing programming to ensure international student-athletes receive the support necessary to thrive in a new environment.

Mass Diffusion of Modern Digital Technologies as the Main Driver of Change in Sports-Spectating Audiences

Ekaterina Glebova, Paris Saclay University

Michel Desbordes, Paris Saclay University, EM Lyon Business School ADVISOR

10-minute lightning talk (including questions)

Marketing

Lightning 2

Fan Identification

Thursday, June 2, 2022, 8:00 AM - 8:10 AM

The rapid uptake of digital technologies is constantly transforming the modern culture of sports spectating; however, relatively little is known about the impact of digitalization on the changing face of global sports-consuming audiences, particularly from a qualitative perspective. In this article, the relationship between modern mass digital technologies (i.e., mobile applications and big data) and audiences of sports spectators is described and explained by taking a customer-centric approach to grounded theory using a literature review and in-depth qualitative semi-structured interviews (N = 12) with sports marketing, management, and technology professionals.

The qualitative approach permits the gathering of in-depth insights into a problem, generates new concepts through data synthesis and analysis, and captures changing attitudes within the sports industry. Moreover, the qualitative approach to research is not bound by the limitations of quantitative methods and focuses on the primary questions of “how” and “why” digital technology’s mass deployment and diffusion has transformed content consumption in the sports industry. The analysis first systematizes and codes the collected data. Second, all the materials are iteratively read and the key points are outlined. Using the iterative analysis, the theoretical and empirical insights and findings are synthesized in order to achieve the results. Finally, dimensions of the transformation of sports spectators’ consumption are identified and explained.

The face of the global sports spectacle-consuming audience is constantly changing, and the development and mass deployment of digital technologies is the main driver of change. This process has been and will continue to be accelerated by the COVID-19 pandemic. Accordingly, it requires further research and attention from scholars and sports management professionals. By synthesizing the literature and collecting data, we were able to attribute the transformation of audiences in terms of their age, gender, health status, levels of mobility and flexibility, diversity and inclusivity, and the fading of individuality to digital technologies.

The research implications highlight “how” and “why” modern digital technologies have changed the sports-consuming audience by making it more inclusive. These findings are useful for sport managers to better understand their audiences and processes in an ever-changing global society.

A qualitative exploration of perceived greenwashing underlying facility naming rights sponsorship as a sport sustainability campaign: The case of Amazon's "Climate Pledge Arena"

Wen-hao Winston Chou, University of Georgia
James J. Zhang, University of Georgia ADVISOR

10-minute lightning talk (including questions)

Marketing

Lightning 3

Sponsorship

Thursday, June 2, 2022, 8:00 AM - 8:10 AM

Recent extreme weather events have increased concerns about climate change across the globe. In response to increased consumer interest in sustainability, various sport organizations, sponsors, and events have designed and implemented sustainability campaigns to promote awareness and environmentally-friendly behaviors (Trail, 2016). Although previous empirical studies have evaluated the effectiveness of sport sustainability campaigns (Trail & McCullough, 2020, 2021), among these endeavors, marketing sustainability through facility naming rights sponsorship is unprecedented, and its effectiveness remains unexplored.

A facility naming rights sponsorship is defined as "a transaction in which money or consideration changes hands in order to secure the rights to name a sports facility" (Thornburg, 2002, p. 2). Most naming rights deals in North America and Europe make use of the sponsor's name for the building or facility (Huth, 2018), through which they look to increase brand awareness (McGhee, 2020). However, when Amazon secured naming rights for Seattle's KeyArena, the facility was renamed the "Climate Pledge Arena." According to Amazon CEO Jeff Bezos, the marketing objective of this sponsorship was to make a statement about sustainability: "I don't need any more branding. What I need is to go save the planet" (Kaplan, 2020, para. 3).

In this case and many others, environmental sustainability campaigns are often met with consumer skepticism. This skepticism may lead to accusations of "greenwashing" (Olk, 2021), defined as "efforts by companies to mislead their customers into thinking that their practices as well as their products and services are more environmentally friendly than they truly are" (Olk, 2021, p.115). The negative effects of perception of greenwashing have been well documented (Schmuck et al., 2018), but in the case of Climate Pledge Arena, it remains unclear how consumers might perceive this unique naming rights sponsorship in terms of greenwashing.

The purpose of this qualitative study is to explore the perceived greenwashing of facility naming rights sponsorship by considering its characteristics regarding environmental sustainability from the perspective of consumers. The study attempts to answer two research questions: (a) what are the positive and negative characteristics of Climate Pledge Arena naming rights sponsorship perceived by consumers regarding environmental sustainability? and (b) what particular skeptical concerns or responses do consumers have regarding these positive and negative environmental sustainability characteristics of the Climate Pledge Arena naming rights sponsorship? Qualitative content analysis is conducted to examine YouTube conversation threads in which users respond to videos related to Climate Pledge Arena. Relevant YouTube videos are selected by searching for videos using the keyword "Climate Pledge Arena". Entire sets of conversation threads from selected videos, including comments and their responses, are collected by using Google's application programming interface (API) (Gil-Lopez et al., 2017).

Data analyses will be conducted by adopting both deductive and inductive approaches (Cho & Lee, 2014). The findings are expected to shed light on whether there are different benefits or disadvantages of using facility naming rights for sustainability marketing, whether such trial can be adopted by other companies, and how customers' skepticism might render such efforts moot.

Mental Health Policy in College Athletics: A Legal and Institutional Logics Approach

Hannah Plummer, Florida State University

10-minute lightning talk (including questions)

Governance/Policy

Lightning 4

Policy

Thursday, June 2, 2022, 8:00 AM - 8:10 AM

Mental health is not a new topic in the realm of sport. Despite the fact that the number of student athletes speaking out about the struggles has increased, the National Collegiate Athletic Association (NCAA) has yet to codify regulations that might curb the problem. The governing body has disseminated supplemental materials on student athlete mental health which have assisted in establishing an institutional logic that is upheld and perpetuated by NCAA member organizations. Further, within the NCAA, football is one of the top financial leaders, but also attributes to some of the highest concussion rates among student athletes. In addition, with the proven connection between concussions and short- and long-term mental health concerns, it is imperative that the NCAA adopts formal regulations to protect student athletes' mental health due to moral, legal, and financial reasons.

For this research, I will conduct a content analysis of current football head coach employment contracts at the NCAA Division I level. This will be used to show how, or if, individual NCAA member organizations address student athlete mental health within the legal employment contracts of their coaches. The findings of this study have the potential to influence the NCAA, or its member organizations, to obligate coaches to report student athlete mental health concerns, which in turn, could prevent tragic outcomes. Further, this article will be used to emphasize the potential role of coaches as reporters, not practitioners, due to the unique relationship they have with their student athletes.

Finally, by conducting this study, I hope to show how beneficial student mental health regulations will be for all actors involved, including the athletes themselves, their coaches, athletic department, and university staff, and even the NCAA as a league. Enforcing policy related to student athlete mental health, specifically within coach employment contracts, could potentially reduce the member organizations', and by proxy the NCAA's, chances of being held vicariously liable. Further, when coaches uphold this stipulation within their contractual, their chances of being held negligent for student athlete mental health concerns may also be reduced. Finally, although the NCAA and its member organizations should just 'care' about student athletes, by including contractual stipulations and policy for coaches, the student athletes may have a better chance of receiving care and treatment for potential mental health concerns.

Increasing Sport Fans' Responsiveness to Sustainability Messaging through the Enhancement of Brand Trust

Chanwook Do, Texas A&M University

Jasmine Hill, Texas A&M University

Minjung Kim, Texas A&M University ADVISOR

Brian McCullough, Texas A&M University ADVISOR

Hyun-Woo Lee, Texas A&M University ADVISOR

10-minute lightning talk (including questions)

Marketing

Lightning 5

Branding

Thursday, June 2, 2022, 8:00 AM - 8:10 AM

Professional sport leagues have an influential role in promoting environmental sustainability and climate action (McCullough et al., 2016; 2020). For example, the National Football League (NFL) has recently espoused environmental principles, which substantially influenced fans' behaviors (León-Quismondo, 2021). To increase fan engagement with pro-environmental behavior, the role of environmental practices by a sport team and fans' internalization have been highlighted (Inoue & Kent, 2012). To maintain such strong fan behavior, it is imperative to consider the psychological connection between an individual fan and a sport team (Filo et al., 2008). In sport settings, how the team brand integrates with the values of the community and their involvement to the community play crucial roles in building fans' brand trust. Therefore, the purpose of this study was to examine the relationships among fans' environmentally sustainable attitude, brand legitimacy, social commitment, brand trust, fan loyalty, current sustainable behavior, and responsiveness to sustainability messaging.

Stakeholder theory (Freeman et al., 2010) explains how brand community initiatives can increase brand trust by involving consumers. As perception of a brand's sustainable attitude positively affects brand trust (Punyatoya, 2014), positive fans' attitudes will build a positive perceptions of the brand trust (H1). Based on studies by Shin et al. (2019) and Suchman (1995), we also illuminate that the degree of a brand's fit with community norms and values (i.e., brand legitimacy; H2) and a brand's contribution to social responsibility (i.e., social commitment; H3) will lead to brand trust. According to value-belief-norm theory (Stern et al., 1999), value perceptions towards a brand can influence consumer behavior. Thus, we highlight the causal chain of effects from brand trust to fan loyalty (H4) and fan loyalty to responsiveness to sustainability messaging (H5) where H5 will be moderated by current sustainable behavior (H6). Further, as fans' attitudes are influenced by their intention to respond to the environment (Kim et al., 2021), such fans' attitudes towards sustainability will enhance their responsiveness to messaging (H7).

Data were collected using Qualtrics web-based survey. We recruited 327 NFL fans supporting their favorite local football team. Given the acceptability of a full measurement model, the hypothesized model indicated a reasonable fit ($\chi^2=702.7$, $df=287$, $p<.001$, $CFI=.93$, $TLI=.92$, $RMSEA=.067$, $SRMR=.058$). All direct paths were significant at the alpha level of .01 (H1: $\Omega=.37$, $SE=.05$; H2: $\Omega=.19$, $SE=.06$; H3: $\Omega=.14$, $SE=.04$; H4: $\Omega=.64$, $SE=.11$; H5: $\Omega=.14$, $SE=.04$; H7: $\Omega=.31$, $SE=.05$). Interaction effect of fan loyalty and current sustainable behavior on responsiveness to messaging was significant (H6: $\Omega=.09$, $SE=.04$, 95% CI=.01 to .16).

Results showed that environmentally sustainable attitudes, brand legitimacy, and social commitment were critical factors in enhancing brand trust. Also, NFL fan's responsiveness to messaging was affected by their loyalty and current sustainable behavior towards environmentally sustainable attitude. Theoretically, the findings broaden our understanding of the antecedents and roles of brand trust of a sport team in enhancing fans' responsiveness to sustainability messaging. Practically, our results can help sport practitioners design effective marketing campaigns to increase fans' message receptivity towards sustainability by augmenting the team's brand trust and loyalty.

Perspectives of the Surveilled: The Effects of Data Analytics on Intercollegiate Athletes

Erienne Weight, The University of North Carolina at Chapel Hill

Hannah Cabre, The University of North Carolina at Chapel Hill

Tamara Clegg, The University of Maryland

Daniel Greene, The University of Maryland

Beard Nate, The University of Maryland

Niklas Elmqvist, The University of Maryland

10-minute lightning talk (including questions)

Management

Lightning 6

Other

Thursday, June 2, 2022, 8:00 AM - 8:10 AM

Data surveillance and analysis have become indispensable tools in the sport industry to optimize performance and reduce risks at the athlete and organizational levels (Bourdon, 2017; Kellmann & Beckann, 2018; Lifang, 2019; Wing, 2018). Despite the seeming advantage and increasing prevalence of data surveillance, the implementation and regulation of these processes mirror the wild west. As such, the athletes being measured, surveilled, and monitored may experience unintended consequences. Recently, a growing body of literature on data surveillance in sport demonstrates that without access to and knowledge of collected data, athletes may feel dissonance, anxiety, loss of privacy, and a digital divide (Baerg, 2016; Morgulev, 2018; Patel, 2010).

Thus, there is a need to better understand how athletes respond to data monitoring. In order to extend this literature, interview methodology was utilized to understand the experiences of elite collegiate athletes on data monitoring under the premise that with this information we can better understand the intended and unintended consequences of collecting analyzing, and utilizing data within this context. While it is important to understand the effects of surveillance in every organization, examining its effects in the collegiate athletic context provides a unique prospective of data collection and its effects on the individual in a data rich and high-stakes performance-based environment.

Surveillance theory was utilized to frame data collection and analysis. Surveillance is the systematic collection of data by entities in a position of power for the purpose of management, influence, protection, and control (Ball, 2006; Browne, 2015; Lyon, 2001; Mann, 2013). Research suggests that surveillance is needed in all forms of organizations for them to work efficiently.

Interview methodology was employed utilizing a sample of college athletes ($n = 23$) from two U.S. universities that compete in the highest NCAA competitive subdivision (Division I Power-5). Qualitative data was independently coded through Dedoose 9.0 data management software by two members of the research team. Memoing was utilized to extract meaning from the data and guide researchers to emergent themes and a second-round review (Birks, Chapman & Francis, 2008). First round review yielded 15 overarching themes which were organized through surveillance literature into two main themes and eight sub-themes (see Table 2). Representative quotes within these themes guided the second-round review (Barone, 2008).

Results indicate the fulfilled purposes of surveillance from the perspective of the surveilled athletes include providing information to facilitate improved performance and promoting transparency. Unanticipated effects include information overload, cognitive dissonance, obsessive behaviors, unhealthy comparisons, power dynamics, and lack of privacy. These findings add to the literature in this burgeoning area of research and practice and provide perspective on surveillance practices in the context of high-level competitive sport. Theoretical and practical implications of these surveillance outcomes will be discussed within the presentation.

“Two voices is beneficial”: Team teaching in a virtual sport management classroom

Sarah Stokowski, Clemson University

Alison Fridley, University of Southern Mississippi

Michael Godfrey, Clemson University

Peyton Stensland, University of Cincinnati

Andrew Goldsmith, Colorado State University

Matthew Zimmerman, Mississippi State University

10-minute lightning talk (including questions)

Teaching/Learning

Lightning 1

Teaching Pedagogy

Thursday, June 2, 2022, 8:12 AM - 8:22 AM

Although online education can increase learning quality and educational access (Panigrahi et al., 2018), the “lack to social connectedness and sense of belonging” (Lederer et al., 2021, p. 14) experienced by college students during the COVID-19 pandemic was problematic. Educators had to adjust their pedagogical approaches to ensure students could establish meaningful connections with their peers and instructors in a virtual setting. An innovative approach undertaken in a virtual graduate classroom was team teaching.

According to Buckley (2000), “team teaching involves a group of instructors working purposefully, regularly, and cooperatively to help a group of students learn” (p. 4). Essentially, “teachers work together in setting goals for a course, designing a syllabus, preparing individual lesson plans, actually teaching students together, and evaluating the results” (Buckley, 2000, p. 4). Team teaching improves student learning outcomes by increasing the eminence of knowledge and students benefit from having multiple instructors who approach scholarship from varying perspectives.

To increase the connectiveness between students and faculty, during the 2021 Spring semester, two instructors of different ages, disability status, educational backgrounds, and genders utilized Buckley’s (2000) principles and team-taught Sociological Dynamics in Sport, a graduate course (N = 57) offered virtually. Due to the instructors’ diverse experiences, the students were provided varying perspectives using discussion boards, written assignments, asynchronous lectures, and virtual oral presentations. Given the recent events in the United States (e.g., COVID-19, natural disasters, racial injustices), team teaching, particularly a special issues class was important to ensure representation as well as a safe and accepting learning environment for students.

Upon course completion, all students (N = 57) completed a brief survey regarding their perceptions of team teaching. The scale ranged from extremely positive (1) to extremely negative (5). The sample found team teaching to be a positive experience (M = 1.87, SD = .94), felt that team teaching assisted in their learning (M = 1.51, SD = .72), and found value to having two instructors (M = 1.6, SD = .76). Students were also asked to provide open-ended comments regarding team teaching. Student 42 found team teaching to be “engaging.” Student 50 noted, “I like it. It was two different perspectives and two different teachings that was something that I really enjoyed.” Similarly, Student 26 stated, “I did enjoy team teaching in this class, as I think both of these professors brought something different to the table and their strengths in academia both aided each other in helping us learn.”

The students provided constructive feedback, as student 40 felt that team teaching was “complicated,” involved “lots of messaging on top of one another,” and found the grading styles to be “contrasting.” Thus, educators who wish to utilize this approach should ensure that students receive streamline communication and grading consistency. Overall, based on the results, team teaching is a strategy that should be considered in virtual classroom environments. Particularly in a time where students are seeking connectedness, team teaching can be a beneficial approach to providing students with increased support and varying perspectives.

Who cares? Student perspectives on empathy's role in the classroom and workplace

Amy Rudio, Georgia Southern University

Cara Hawkins-Jedlicka, Washington State University

Megan Everritt, Georgia Southern University

10-minute lightning talk (including questions)

Teaching/Learning

Lightning 2

Learning

Thursday, June 2, 2022, 8:12 AM - 8:22 AM

Since the beginning of the pandemic, there have been increased calls for empathy, defined as understanding the position others are coming from in the workplace (Robinson et al., 2018; Petersen, 2021). Within the workplace, empathy levels have impacted factors such as ethical decision making and levels of narcissism, leadership, and trust (Brown et al., 2010; Rahman, 2016). In the sport industry, empathy is one dimension of service quality that impacts both employees and consumers; employees' empathy can improve team spirit, work enjoyment, leadership, and customer satisfaction by better meeting others' needs (Costa & Glinia, 2003; Costa et al., 2004). Limited research examining the role of empathy in the sport management curriculum hinders educators' ability to ensure that students are entering the workforce with sought after skills. The purpose of this research is to examine how undergraduate sport management students understand empathy, its role in education and the workplace, and the connection to their own careers.

The importance of empathy has been increasingly emphasized in educational settings, and research has shown that levels of empathy are influenced by gender, age, ethnicity, and other demographic aspects (Fields et al., 2011; Yi et al., 2020; Oh, 2019). Recent studies have focused on educational interventions that increase students' levels of empathy (Bas-Sarmiento et al., 2019; Yang et al., 2020). Within sport management education, Robinson et al. (2018) argued for the inclusion of empathy (through servant leadership, recommending that educators utilize specific activities to help students develop empathy). However, there is a gap in the literature regarding students' understanding of empathy or its impact on their future careers.

Sport management students at a regional university in the southeastern United States were recruited via e-mail and learning management system announcements. Sixty-one undergraduate students (out of approximately 400 contacted) completed a short survey consisting of demographic questions and the Toronto Empathy Questionnaire (Spreng et al., 2009). Using this data, 20 students were purposefully selected (to ensure a variety of backgrounds, perspectives, and demographics) to participate in approximately 30-minute semi-structured interviews about their understanding of empathy. The interviews are being conducted over Zoom, recorded, transcribed verbatim, and will continue until data saturation is complete. Transcripts will be coded by each researcher independently, using descriptive coding to identify the topic of the data (Saldaña, 2009). The researchers will then meet to discuss their initial descriptive codes and use pattern coding to group the descriptive codes and develop themes from the data (Saldaña, 2009).

Data collection is ongoing, but preliminary results show that students have very different perceptions of what empathy is. Students generally felt that empathy had a role in the classroom because educators should be empathetic of students' experiences and situations, but mostly could or did not verbalize how empathy might be a part of their own learning process. Participants also have had varying perspectives on how empathy might impact their future careers. Our discussion will include how the final results add to knowledge of empathy in the classroom and workplace as well as implications for educators.

Bringing LinkedIn into sport management classrooms to develop students' professional profile

Samuel López-Carril, Universidad de Castilla-La Mancha

Enrique Colino, Universidad Francisco de Vitoria

Nicholas Watanabe, University of South Carolina

10-minute lightning talk (including questions)

Teaching/Learning

Lightning 3

Professional Development

Thursday, June 2, 2022, 8:12 AM - 8:22 AM

Introduction

Universities consider student's employability and labor market insertion with great importance. Considering this aim, LinkedIn is considered the professional social media par excellence, whose use in university classes has been positively valued. In addition, the pandemic caused by the SARS-Cov-2 virus has highlighted the importance of digital competencies, given their increasing use in the workplace. The sports context is no exception, and future candidates must know how to use social media professionally. Despite this, the inclusion of social media, and in particular LinkedIn, in sport management classes is still limited. Therefore, this work aims to share an educational experience where LinkedIn was introduced during three academic years (2018-2019, 2019-2020 and 2020-2021) to develop the professional profile of sport management students in a Spanish university.

Methodology

All students had to develop a personal profile on LinkedIn oriented to their career interests. The faculty guided the students through video tutorials, private comments on LinkedIn, and face-to-face and virtual classes during this process. Secondly, students were also required to create a network of contacts related to their professional interests and interact with users and entities through comments. Finally, a private class group on LinkedIn was created for discussion activities linked to the course syllabus.

In total, the sample for this study is comprised of more than 300 students who went through the aforementioned experiences during the three years examined. To measure the impact of the experience, adaptations of the scales of Adams et al. (2018) and Scott and Stanway (2015) and the scale explicitly developed for LinkedIn by López-Carril et al. (2021) were used in the different academic years. Students completed the scales online through the Limesurvey platform before starting the educational experience with LinkedIn (pre-test) and after its completion (post-test). All participants signed an informed consent form guaranteeing their anonymity.

Results and conclusions

Students perceived LinkedIn as a valuable tool to be introduced in sport management classes, stressing the significant increase in the averages of the items in areas such as:

- 1) Development of the students' professional profile.
- 2) Interaction of students with the sports industry.
- 3) Enhanced class participation and interaction between students and faculty.
- 4) As a tool to be used in the teaching-learning process (e.g., developing syllabus content or giving feedback).

Based on the results obtained over the past years, LinkedIn has proved to be a vital pedagogical resource for university lecturers to create blended or online learning environments. Therefore, given the increasingly important role of social media in society and industry, further research into the educational potential of LinkedIn is recommended, given the importance of connecting the professional and university environments. Furthermore, as the pandemic situation continues to prolong, LinkedIn can become a valuable resource for faculty to develop their online classes through this social media.

Sport Management Graduates and Sport Entrepreneurship: The Future is Now

Robert Case, Old Dominion University

10-minute lightning talk (including questions)

Communication

Lightning 4

Other

Thursday, June 2, 2022, 8:12 AM - 8:22 AM

Recent trends are indicating that graduates of sport management programs at both the undergraduate and graduate levels are looking to alternative sport management career paths other than the traditional college athletic program and professional sport career options (Case, 2018). Causes for this shift are several in number and include the proliferation of sport management college and university professional preparation programs that are graduating many more students in sport management than years ago. These graduates sometimes have difficulty finding jobs in college athletics and professional sports. One of the alternative career path options that sport management students have turned to is sport entrepreneurship (Case, 2017). A number of sport management graduates have started their own sport related small businesses that provide a sport product or service.

The purpose of this presentation is to use a case study approach to highlight five examples of recent sport management program graduates from the Old Dominion University Sport Management Program to illustrate the types of sport entrepreneurship career paths and jobs that graduates are pursuing and obtaining. In addition, a brief overview of sport entrepreneurship curricula changes (including course development) will be discussed that have been implemented at ODU in order to better prepare students with the knowledge, competencies, and skills for possible careers in sport entrepreneurship and sport small business ownership.

“Not like the rest of them”: How to Increase Career Satisfaction and Psychological Well-Being among Generation Z Sport Employees

Jasmine Hill, Texas A&M University

Chanwook Do, Texas A&M University

Minjung Kim, Texas A&M University ADVISOR

Hyun-Woo Lee, Texas A&M University ADVISOR

10-minute lightning talk (including questions)

Management

Lightning 5

Organizational Behavior

Thursday, June 2, 2022, 8:12 AM - 8:22 AM

According to the World Economic Forum (Whiting, 2020), innovation, creativity, and technology use are a few of the top skills that all employees will need by 2025. Contemporary sport organizations have also looked for individuals with an innovative mindset in order to have problem-solving mechanisms through knowledge creation and subsequent innovation (Paek et al., 2020; Winand et al., 2013). Particularly for Generation Z employees, innovative behaviors are not only imperative for flourishing in the job market but also essential for their positive organizational attitudes and behaviors. However, the challenge, in parallel, is the psychological well-being for Generation Z as they are most likely to suffer from depression and anxiety, compared to previous generations (Schroth, 2019). To explore the ways that Generation Z sport employees can flourish in workplaces and their lives, the purpose of this study is to empirically test the relationships among various employee characteristics (i.e., innovative climate, sport employee identification, technology anxiety, creative self-efficacy, and personal innovativeness), job engagement, innovative work behavior, career satisfaction, and psychological well-being.

The work engagement theory (Green et al., 2017) explains that when employees' innovation expectations are met, this drives their enhanced work engagement and positive emotional state. In regard to preferred organizational and personal resources in current sport organizations, job engagement will be impacted by innovative climate (H1), sport employee identification (H2), technology anxiety (H3), creative self-efficacy (H4), and personal innovativeness (H5) among Generation Z sport employees. Highly engaged employees are motivated to exhibit creative work behaviors (Paek et al., 2020), which can increase career satisfaction (Wipulanusat et al., 2018) and employee well-being (Bazarko et al., 2013). Thus, it is expected that job engagement will promote innovative work behavior (H6), which ultimately improves career satisfaction (H7) and psychological well-being (H8) of Generation Z sport employees.

The target population of this in-progress study is Generation Z sport employees of the Big 4 Sports Leagues in the United States (NBA, NFL, NHL, and MLB). To increase the response rate, a Qualtrics web-based survey link will be distributed at the conclusion of each league's season starting early 2022. According to the item-to-response ratio of 1:5 (Hair et al., 2010), the preferred sample size for the hypothesized model needs exceed 220. After testing a full measurement model for assessing reliability and construct validity, a structural equation modeling will be utilized to examine research hypotheses. The results of this current project would provide empirical evidence to better understand how career satisfaction and psychological well-being can be enhanced through desired organizational behavior (i.e., innovative work behavior) among Generation Z sport employees. While the literature on Generation Z has been limited in sport management discipline, this study will fill a gap in the literature on job engagement and flourishing for entry level sport employees. Regarding practical implications, our results can help sport managers and human resource personnel implement specific strategies to assist Generation Z sport employees to not only become actively engaged and satisfied with their career but also flourish in their lives.

Model of Organizational Capacity to Investigate Barriers and Facilitators to Disability Sport Development: The International Federation of Cerebral Palsy Football Membership Perspective

Margaret Domka, Clemson University

Young Suk Oh, Clemson University

Skye Arthur-Banning, Clemson University ADVISOR

10-minute lightning talk (including questions)

Management

Lightning 6

Organizational Capacity

Thursday, June 2, 2022, 8:12 AM - 8:22 AM

The conceptual model of organizational capacity was used to investigate the barriers and facilitators of growing Cerebral Palsy (CP)-Football among member organizations of the International Federation of Cerebral Palsy Football (IFCPF) that are in their initial stages of establishing the sport. The study also sought to examine the barriers to and facilitators of member countries' participation in international CP-Football events. There has been a lack of attention from scholars in examining the development of non-profit and voluntary sport organizations (NVSOs), especially those fostering disability sport federations. Therefore, the presentation aims to provide additional insight into the capacity literature in the context of disability sport organizations at the elite level.

The organizational capacity framework of Hall et al. (2003), was used to examine the current issues faced by the IFCPF member organizations around the world. This framework has been of interest in sport literature with scholars applying it in the case of NVSOs to explore the strengths and challenges they face in meeting their organizational goals (Doherty et al., 2014; Misener & Doherty, 2009; Swierzy et al., 2018; Wicker & Breuer, 2011, 2013b). Within the NVSOs, organizational capacity is understood as the ability of an organization to use its internal and external resources (i.e., human, financial, and structural capacity) to achieve its mission of providing sport and recreational opportunities (Balduck et al., 2015; Misener & Doherty, 2009, Sharpe, 2006).

Based on the purpose of this qualitative study, recruitment efforts focused on obtaining participation from coaches and/or administrators who were in the initial stages of establishing or strengthening their Paralympic soccer programs, as identified by the IFCPF leadership. As a result, a total of nine federations representing Nigeria, Chile, Kazakhstan, South Korea, Austria, Denmark, Germany, Scotland, and Wales participated in the study, and the interviewees were mostly coaches. Using a qualitative approach, participants were interviewed via in-person, Skype, phone, or e-mail to collect data. The interview questions were built off of the organizational capacity framework and examined: (a) facilitators, (b) constraints, and (c) recommendations to the IFCPF. The study utilized a semi-structured interview guide (Creswell, 2009).

Three major themes were identified from the participants' narratives. The first theme, "Threats," referred to internal and external threats that organizations faced while creating or strengthening their CP-Football teams. The second theme "Organizational Assets," summarized the perceived internal factors within the respective organizations that coaches and administrators felt were conducive to creating or strengthening their CP-Football teams. The third theme, "Recommendations for the IFCPF Program," discussed items that the federations believe the IFCPF could do to help to support the respective federations to create or strengthen their CP-Football Paralympic programs. Furthermore, education, training, and financial resources were revealed as immediate needs for each member organization to fulfill their capacities and grow the sport of CP-Football in their countries.

The professionalisation of women's team sport: Meanings of success and sustainability

Tracy Taylor, Victoria University

Clare Hanlon, Victoria University

Kristine Toohey, Griffith University

10-minute lightning talk - *virtual* (including questions)

Socio-Cultural

Lightning 1

Diversity

Thursday, June 2, 2022, 8:24 AM - 8:34 AM

Globally, a widening array of sports have established or expanded national professional leagues for women athletes. New forms of professionalism challenge perceptions that high level performance and commercial success are the exclusive domain of men (Antunovic & Hardin, 2015). However, in many instances women's professional team sport leagues operate in precarious operating environments with vulnerabilities to long-term league viability and sustainability. Scholars have questioned how to best realise the potential and promise of gender equality and legitimacy of these entities (Willson et. al., 2017).

In Australia, the acceleration of women's professional sport is evidenced through a number of 'new' entrants into arenas that previously only hosted men's professional teams. This growth has highlighted the need for approaches to professional women's sport that move beyond male-centred, commercially mediated models to address the complex gendered realities of the sport workplace (Taylor et al, 2020). Within this dynamic sport landscape, our research posed the following question: What are national league players, coaches and managers views on the main requirements to achieve workforce equity, inclusion, long-term success and sustainability? Our aim was to identify management strategies for inclusive structures and policies that underpin sustainability and success.

Method: Three team sports with semi or professional leagues were chosen to study emerging models of organising and managing women's teams, clubs and leagues. Given the centrality of listening to women athletes' narratives and the perspectives of the associated governing bodies, we took a qualitative approach to capture key actor's voices, providing women athletes and professional sport organisation representatives. The study interview guide was informed by work on the changing dynamics of women's professional sport, players' experiences of reality vs expectations, the league as a workplace, and the gendered nature of sport structures and decision making (Taylor et al., 2020). We explored notions of defining and achieving success, and how the women's league is positioned within their respective sport and society in general. The 70 semi-structured interviews undertaken facilitated a focused, conversational, two-way communication with women players, coaches, team managers, and league managers. Interviews were transcribed, and thematically coded for analysis in NVIVO with between researcher checks undertaken as an integral part of creating trustworthiness. Conceptual themes that appeared across cases formed the basis for data reduction and the development of sub-themes. This process facilitated reliability, validity, and transparency.

Findings and discussion: Six main themes emerged from the data: (i) Success indicators; (ii) Challenges to Legitimacy; (iii) Gendered Barriers; (iv) Criteria for Sustainability; (v) Stage of Professionalisation; and (vi) Societal Perceptions. These themes were further classified into individual (player), team (club), league (the national competition) and sport governing body. The presentation will interweave interviewees 'voices' into the discussion of the changing nature of women as professional athletes. Specifically, we highlight conceptualisations of success in women's sport as value-laden, constitutive of institutions, and contested - and primarily located in the Global North. We argue that re-thinking professional sport presents a myriad of opportunities for future theorising and practice.

The influence of gender bias on sport organization leadership

Kaho Machida, Juntendo University

Etsuko Ogasawara, Juntendo University ADVISOR

Akane Mikura, Kanazawa Medical University

Mika Takezawa, Juntendo University

10-minute lightning talk (including questions)

Management

Lightning 2

Diversity

Thursday, June 2, 2022, 8:24 AM - 8:34 AM

Introduction

At the Tokyo 2020 Olympic and Paralympic Games, women held three executive positions including the President of Tokyo 2020 Games Organizing Committee, Governor of the host city, and Minister in charge. In addition, the remarkable success of female athletes in Japanese sport, women merely account for 15.5% of the board members of national sport organizations (Sasagawa Sports Foundation, 2020). Sport organizations leaders are male-oriented with a similar degree of desirability and are not suitable for women, and clearly that gender bias has an impact on raising the percentage of female managers (Nomura & Kawasaki, 2019). Study suggested that women are more equality-oriented than men in terms of gender role attitudes (Suzuki, 1997), and the more equality-oriented they are, the more likely they are to regard continued employment as the ideal life course (Sano et al., 2007). Furthermore, it has been shown that women are more willing to be promoted if they have a role model close to them (Kawaguchi, 2012). Therefore, the purpose of this study is to examine the gender bias of Japanese sport-related college students and its impact on leadership, as well as the need for female leadership role models.

Three hypotheses were proposed based on the previous studies: H1: female college students are more equality-oriented in their view of gender than male college students; H2: the more equality-oriented they are, the more positive their perceptions of female leaders are; H3: female college students are more equality-oriented than male college students when they have role models.

Method

A questionnaire survey on gender views and female leadership was conducted on 503 sport major university students (male: n=324, female: n=179) in Japan. The shortened Scale of Egalitarian Sex Role Attitudes (SESRA-S) (Suzuki, 1994) and the Attitudes Toward Female Managers Scale (Wakabayashi & Munakata, 1985) were used in the survey. Semi-structured interviews were conducted with a total of 18 participants, who were randomly selected from three groups (top, middle, and bottom) based on their total scores on the SESRA-S. The results were analyzed using the Modified Grounded Theory Approach (M-GTA).

Results & Discussion

According to the results, H1 and H2 were supported, while H3 showed a difference in gender, but no significant difference in the presence or absence of a role model. In addition, when the data from the interviews were analyzed using M-GTA, there was no difference in the gender perspective by gender. The subjects recognized their own gender views as being equality-oriented and were unaware of their past experiences of "gender-based judgment," suggesting a strong influence of unconscious bias. In addition, it was suggested that the difference in body size between men and women through sports activities has a significant influence on the assumption that there is a difference between men and women. The further analysis of this study is currently in progress.

The Privilege of Scholarship: Passing the Mic

Ashlyn Hardie, Texas A&M University

10-minute lightning talk (including questions)
Sport for Development
Lightning 4

Other
Thursday, June 2, 2022, 8:24 AM - 8:34 AM

While all scholarly inquiry benefits from researcher reflexivity, the vast and varying international landscape of sport for development and peace (SDP) unequivocally requires researchers not only to be reflexive, but also to proactively minimize bias for more authentic and legitimate research. Like much of social science research, scholars in the SDP space have a responsibility to accurately collect and convey the experiences of practitioners. It is a great privilege to be in a position where one can hold the (metaphorical) mic, and it is not without evaluation and acknowledgement of our own epistemological and paradigmatic assumptions can we do our positions justice (Corlett & Mavin, 2018; Vadeboncoeur et al., 2020).

One way scholars can practice reflexivity is through an autoethnographic approach. Autoethnography is critically reflexive, has the power to evoke strong emotional connections to the topic, and can transform related behaviors (Cooper et al., 2017). This in-progress study, my autoethnographic pursuit, continues to inform my approach to my work in practice and in scholarship. While autoethnographic findings may not be broadly generalizable (Kodama et al., 2013), the true value of autoethnographic work is in the extent to which people use, understand, and respond to those findings within their own pursuits (Ellis et al., 2011).

My desire and ability to contribute to this work is informed by multiple experiences. While it is common for consultants, volunteers, and external stakeholders from the 'global North' to enter the SDP space (Giulianotti et al., 2016), my experience was distinct in that the years between playing and coaching college sport, and pursuing my doctoral degree in sport management, I worked full-time as a practitioner for Coaches Across Continents. Between two life stages that can be described as rooted in totalizing institutions, based in the U.S., with hyper-competitive logics--I lived and consulted in 14 countries with different cultures, alongside various organizations/organizational types, and with countless SDP initiatives.

This experience uncovered four notable themes, including navigating transitions, grappling with tensions, discovering passions, and developing new perspectives. First, it was in the truly novice experience of navigating the global SDP space that forced me to adapt and learn from complex transitions from life stage 1 and into life stage 3. These considerable transitions lead to both internal and external tensions, which motivated development and refinement of passions. In the pursuit of these passions, and the countless challenges and lessons immersed within that pursuit, new perspectives took shape.

This complex and iterative process has helped me to recognize and acknowledge how key points of my past experiences shape my reactions, instincts, assumptions, and interpretations. By being my most reflexive self, the quality of my research will be better as well, because it will allow me to recognize and regulate my own voice. These findings have implications for both scholars and practitioners working in the SDP space including being mindful of helping without hurting (Raw et al., 2021), closing the research loop, and giving back to practice through collaboration. These implications and specific directions will be discussed in full.

The History of NCAA Athletics Scholarship Limits

Kate Kantor, The University of North Carolina at Chapel Hill

Barbara Osborne, The University of North Carolina at Chapel Hill

Erienne Weight, The University of North Carolina at Chapel Hill ADVISOR

Molly Harry, The University of Virginia

10-minute lightning talk (including questions)

Governance/Policy

Lightning 5

Governance

Thursday, June 2, 2022, 8:24 AM - 8:34 AM

Athletic scholarships are an avenue to higher education that might not otherwise exist for many young athletes. The National Collegiate Athletic Association (NCAA) is the largest governing body and sets limits on the number of scholarships available for each collegiate sport. NCAA scholarship limits are often criticized regarding the inequity between sports and the illogical nature of the restrictions in general (Gibson, 2012; Sutter & Winkler, 2003). Addressing this important issue, we utilized NCAA archival data to examine the history of NCAA athletics scholarship limits to understand what rationale guided the rules evolution to the current model. Specific research questions guiding this examination include:

RQ1. How were the initial NCAA scholarship limits decided for each sport?

RQ2. Why are NCAA sports classified as Head-Count or Equivalency for financial aid purposes?

RQ3: How have the NCAA scholarships limits changed over time?

Historical research methodology was employed using primary and secondary sources (Miles et al., 2020; Thelin, 1996; Wushanley, 2004). These sources included the NCAA manuals, NCAA Annual Convention Proceedings, and NCAA archives between years 1970 to 2020 for rules proposals, intent, and justification on the development of current NCAA scholarship limits and implementation of the NCAA rules on head-count and equivalency scholarship sports.

Findings and discussion will include detailed answers to each of the three research questions. Succinctly, review of NCAA archival data reveals scholarship limits were initially implemented due to talent stockpiling in football and men's basketball and rising costs in college athletics (NCAA Special Convention, 1973; Sutter & Winkler, 2003). To help offset the collective increased spending within college athletics, football and men's basketball scholarships were reduced by roughly 10% in 1975, while all other sports received scholarship reductions of approximately 40% (Gibson, 2012; NCAA Special Convention Proceedings, 1975). Given consideration for Title IX, when women's sports were first included by the NCAA in 1981, women's scholarship limits were set above the comparable men's sports, and were left untouched when men's equivalency sports saw another reduction of 10% in 1992 to accommodate the large number of football scholarships (NCAA Convention Proceedings 1989-2013, 2013). These significant reductions in scholarship limits were largely implemented on a percentage basis with limited regard to individual sport needs.

Given the dramatic change occurring in the current college sport landscape and the flawed methodology of the initial scholarship model, a paradigm shift needs to occur to achieve a data-driven pragmatic and equitable scholarship model. Rather than prioritizing revenue-generation, scholarship limits based on the sports' specific needs - average participation, NCAA travel squad size, and sport lineup size - would provide better potential for equal treatment of all collegiate athletes.

Academic Success: Examining the Relationship of Goal Orientation and Satisfaction

Taylor Rozantz, Troy University

10-minute lightning talk (including questions)

Teaching/Learning

Lightning 6

Mentoring

Thursday, June 2, 2022, 8:24 AM - 8:34 AM

Ever since the NCAA implemented Proposition 48 in 1986 and Proposition 16 in 1992, the organization has put emphasis on athletic programs to assess the academic progress of student-athletes and to ensure that each prospective student-athlete admitted graduates (Brecht & Burnett, 2019). Proposition 48 prohibits schools from admitting student-athletes who performed lower academically than the rest of the university general population and Proposition 16 requires freshmen on athletic scholarships to meet special GPA and SAT or ACT scores requirements (Stansbury, 2004). If schools are accepting particularly low academic performing incoming freshmen and transfers on athletics rosters, it becomes extremely important that academic units create systems in which the student-athletes feel that they are fully supported as they enhance their academic background with the addition of co-curricular activities.

Two factors that have been found to influence a students' academic success in a college setting are: goal orientation and self-efficacy (Hsieh, Sullivan, & Guerra, 2007). When looking at goal orientation specifically, Wolters (2004) notes that when a student focuses on not looking incompetent, they will most likely avoid challenging academic tasks, which will foster traits of performance-avoidance goal orientation. Self-Efficacy is one's perception of their own performance capabilities (Zimmerman, 2000) which can reinforce performance-avoidance tactics.

When trying to improve student satisfaction and academic success, implementing actions or programs that target academic self-efficacy becomes essential. Roebken (2007) mentioned that students with a mastery or goal performance orientation are more satisfied with educational experience, achieve higher performance outcomes, work harder, and work with classmates to fully understand the course material more so than those who identify with a performance-avoidance orientation. Therefore, in order to shift the mindset of avoidance-performance goal orientations, designed actions and programs need to be utilized to improve student self-efficacy which will then influence change on goal orientation and will indirectly change the satisfaction and academic performance made on the student. The purpose of this presentation is to explore the ways in which academic athletic departments can implement academic self-efficacy strategies to change a student's goal orientation which will then impact the overall academic performance and student satisfaction. Future research and implications will be discussed in more detail during the presentation.

Authentic Communication in eSport Sponsorships: Will Message Source and Sponsorship Fit Change Perceptions?

Se Jin Kim, University of Massachusetts Amherst

Janet Fink, University of Massachusetts Amherst ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 1

Sponsorship

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

The proposed study serves to extend the literature on digital marketing, match-up hypotheses, and eSports, a context highly concentrated on a younger segment of consumers. In this vastly changing digital era, we intend to identify primary attractants for this younger generation by understanding the consequences of different communication methods undertaken by marketers. The findings will benefit eSport practitioners and digital marketing professionals by providing effective communication methods and strategies to enhance brand and organization images and consumption intentions of sponsors' products or services.

The recent proliferation of digital media has changed many consumption opportunities for consumers and simultaneously presented marketers with new challenges in reaching their current and future customers. The multibillion electronic sport industry (eSports), which holds great appeal for the younger generation, has experienced substantial growth which is expected to continue (NewZoo, 2020). Accordingly, many sponsors are investing in the eSport industry, with its proven potential to reach a younger generation (Singer & Chi, 2019). One of eSport's unique strengths is the interactivity between teams and fans through online streaming platforms, which garner substantially more interaction between spectators and competitors, creating more methods and channels of marketing communications through which sponsors can approach consumers.

Building on the match-up hypothesis literature (Kamins, 1990), we suggest that eSport organizations' sponsors can be perceived as more positive and authentic by consumers when sponsorship information is conveyed by eSport organizations rather than by the sponsors themselves. Also, sponsors will be perceived more favorably when they project congruence with eSports.

To empirically answer these questions, we will conduct a 2 (Authentic communication: league announcing sponsor vs. sponsor announcing sponsorship of league) x 2 (Match-up: good sponsor fit vs. bad sponsor fit) x 2 (Fan identification: high vs. low) experimental design. Only eSport fans will be recruited as study participants, as they will have more brand knowledge than non-fans (Krishnan, 1996). This will lead to more certainty in their beliefs about eSports due to a well-developed knowledge structure based on direct experience (Dwivedi & McDonald, 2018; Krishnan, 1996).

This highly controlled experimental study is expected to provide implications regarding authentic communication styles and the match-up of sponsorships and eSports on different consumer behavior intentions from the influence of different methods of marketing communications. The same message communicated by a team and a sponsor may create different perceptions of a brand's authenticity. Depending on the message, it can overcome preexisting perceptions of sponsor commercialism (Cornwell, 2019). That is, marketers should consider how to communicate with consumers while making sponsorships appear less commercial and create the impression of natural authenticity between the sport organization and the sponsor.

Exploring Physical Activity Oases and Food Swamps in NYC

Gidon Jakar, University of Florida

Brianna Newland, New York University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 1

Community

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

Three lifestyle behaviors have led to an increasingly negative impact on people's health: the consumption of processed, less nutritious "fast" food, limited to no physical activity, and increased imbibing of alcohol, tobacco, and drugs (Schulenkorf & Siefken, 2019). In the United States, there is a 42.4% prevalence of adult obesity (Hales et al., 2020), and health disparities exist related to low-income populations (Ogden et al., 2017) racial minorities (Hales et al., 2020) and geographical disparities (e.g., Hallum, et al., 2020). In this research, we explored how access to food swamps (access to ubiquitous poor nutrition offerings) and/or physical activity oases (access to physical activity (PA) facilities) influenced obesity and health issues (Fedorowicz, et al., 2020). To date, scant research has examined PA Oases while controlling for the influence of food swamps. Therefore, we explored the spatial distribution of obesogenic food environments in New York City and other factors related to obesity among adults and children including infrastructure that supports physical activity and healthy lifestyles (Cohen et al. 2016). This current study is part of a growing body of research in sport, physical activity, and public health. In sport management, this focus has not received adequate attention until recently (see Edwards & Rowe, 2019) despite the importance of sport's role in health and physical activity policy (Berg et al., 2015; Schulenkorf & Siefken, 2019; Sherry et al., 2017).

We used ordinary least squares (OLS) models to analyze obesity prevalence data collected from NYC's health department and CDCs census tract level data to examine the relationships between PA Oases, food swamps, and the spatial distribution of areas with higher levels of estimated obesity relative to the rest of the city. Results from both datasets indicate that an increase in the number of gyms is associated with a decrease in the relative number of obese children and adults. The results also corroborate with previous studies, emphasizing the relationship between obesity and the location of fast-food restaurants. This study introduced the concept of PA Oases to account for the planned strategy around the built environment for positive health outcomes (Devarajan, et al., 2020; Ding et al., 2011; Fedorowicz, et al., 2020).

Implications for future research culminating from this study suggest the relationship between public and private physical activity venues, such as gyms and built environments that offer community physical activity equipment, can provide a more robust understanding of the importance of access to facilities that support health and fitness. It is also necessary to identify how collaborations between municipal governments, the sport fitness industry, and urban developers can improve the well-being of disadvantaged populations simply by considering the importance and role of access to healthier options (Berg et al., 2015; Schulenkorf & Siefken, 2019). Recent research has begun to explore the role of sport in public health (Berg et al., 2015; Berg et al., 2021). This study sought to answer this call by illustrating the importance of conscientiously built environments with access to both food and physical activity oases on health.

Event Leverage: A Systematic Review and New Research Agenda

Guangzhou Chen, University of Illinois at Urbana-Champaign

Nico Schlenker, University of Technology Sydney

Jon Welty Peachey, University of Illinois at Urbana-Champaign

Anja Hergesell, University of Technology Sydney

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 1

Other

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

Introduction

The last two decades have seen a dramatic increase in empirical and theoretical work on event leverage within numerous disciplines (e.g., Chalip, 2004; Kelly & Fairley, 2018; Misener et al., 2020; O'Brien & Chalip, 2007; Schlenker & Schlenker, 2017). Despite the increasing number of published articles in this burgeoning field, to date, there has not been a comprehensive review of event leverage work or a critical reflection on the broader implications of event leverage as a new and complex body of knowledge. Therefore, the purpose of this study was to provide a systematic review of event leverage literature in order to present a holistic picture of this emerging field and to advance theoretical and practical insights.

Method

We followed Durach et al.'s (2017) six-step systematic review approach, namely, defining the research aim, crafting inclusion and/or exclusion criteria, retrieving a "baseline sample," selecting pertinent literature, synthesizing the literature, and reporting the results. Using the search term "event leverag*", we interrogated three databases (i.e., Scopus, SPORTDiscus, and Web of Science) and cross-checked all references to generate a total of 87 publications that met the inclusion criteria. We subsequently analyzed information from journal meta data including years of publication, journal outlets and disciplines, authorship, geographical contexts, event size and category, overall leverage goals, theoretical frameworks, research type and approaches, data collection methods, research findings, research limitations, and future research.

Findings

Our analysis provides a rich picture of event leverage research to date. Specifically, key findings include: (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) 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, 2008); and (e) qualitative approaches have dominated event leverage work.

Discussion

Drawing from this review, we 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. We also propose a future research agenda for event leverage work. Future research can and should examine how best to diversify leverage benefactors to achieve long-term economic and/or social outcomes. Additionally, consistent with Chalip (2014), it is timely to conduct rigorous and critical research into the management and leverage processes that allow for longer-term benefits beyond the event itself. Taken together, we believe that our systematic review provides a strong reference point for continued theoretical and practical developments and future studies in and around event leverage.

Examining issues related to parental involvement, scheduling, specialization, and sportsmanship in interscholastic athletics

Michael Fraina, Farmingdale State College

Eric Forsyth, Bemidji State University

James Johnson, Ball State University

Warren Whisenant, University of Miami

20-minute oral presentation (including questions)

Management

Management 1

Other

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

Interscholastic athletics represent a large segment of the sport industry, providing participation opportunities for nearly 8 million adolescents and employing approximately 300,000 coaches and administrators. Yet, as observed by Johnson et al. (2019), a limited amount of research exists toward the context of interscholastic sport. To that end, the authors have completed multiple studies designed to uncover the most pertinent issues in interscholastic sport from the perspectives of current interscholastic athletic administrators. Phase I of the study included visitation from one of the authors to a meeting of a state association of athletic administrators, in which each administrator ($n = 20$) identified the five most important contemporary issues facing interscholastic sport. A total of 70 issues were defined. This presentation will focus on parents' issues ($n = 10$), scheduling issues ($n = 2$), specialization issues ($n = 2$), and sportsmanship issues ($n = 4$). In Phase II, the full list of issues was brought to a different state athletic association of athletic directors. These administrators served as the pilot study, in which each administrator ($n = 56$), ranked each issue on a scale from 1 = of little importance to 5 = extremely high importance. National distribution of the survey occurred in Phase III, in which members of the National Interscholastic Athletic Administrators Association ($n = 170$) similarly ranked each issue on the scale of 1-5. Lastly, Phase IV included follow-up e-mail interviews regarding issues ranked with the highest level of performance. Data analysis commenced as descriptive statistics (i.e., mean scores, standard deviations) were calculated for each issue, and the top three issues from each category were highlighted.

One-tailed analyses of variance (ANOVAs) were conducted to measure group differences among the eight geographical regions. The qualitative interviews were analyzed through a thematic analysis. Ten parents' issues were identified and then ranked in terms of importance. The top three ranked issues in the national sample were (1) educating parents ($M = 4.38$), (2) keeping athletics in perspective ($M = 4.27$), and (3) treatment of coaches ($M = 4.02$). Two scheduling issues were brought to survey participants. They were ranked as follows: (1) increasing demands ($M = 3.57$) and (2) year-round training ($M = 3.52$). Specialization issues were also defined in Phase I and ranked as highly important: (1) pressure to specialize in one sport ($M = 3.97$) and (2) sport specialization ($M = 3.95$). The final category was sportsmanship issues, which included four issues. They were ranked in order of importance as (1) sportsmanship ($M = 4.26$), (2) behavioral issues ($M = 3.79$), and (3) emphasis on winning ($M = 3.71$).

This study is unique in that it begins to identify salient issues in interscholastic sport for the purpose of informing administrators, coaches, athletes, and parents. Future research should further measure regional differences among issues and begin to explore solutions to address these issues.

The Professionalization of Sport Organizations as Event Legacy

Kyu Ha Choi, Paul Smith's College

Becca Leopkey, University of Georgia ADVISOR

20-minute oral presentation – *virtual* (including questions)

Sport Development

Sport Development 1

Sport Development

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

National sport organizations (NSOs) often endeavor to establish contemporary management structures to support efficient and effective work towards their organizational goals (Ruoranen et al., 2018). Such organizational changes are closely linked to professionalization, that is, the adoption of new organizational structures and modifications to their strategic capabilities (Dowling et al., 2014). The role of an NSO is particularly prominent when a country hosts a mega sport event like the Olympic Games since the organization is responsible for not only athlete preparation but also coordinating with other organizations to ensure successful hosting. Given a large amount of support and pressure from government agencies and event hosting stakeholders, there have been calls for a deeper exploration of the means to foster organizational capability in NSOs, such as through organizational professionalization (Frawley et al., 2013). However, only a limited amount of research has explored professionalization in the context of event hosting.

This study explores the impact of hosting a mega sport event on the professionalization of an NSO and the sport development process. More specifically, this study examines the professionalization of the Korean Ice Hockey Association (KIHA) as a result of hosting the 2018 Olympics. Nagel et al. (2015) suggested that the professionalization of sport organizations can be processed across three dimensions: causes (e.g., organizational/endogenous factors, environment), forms (e.g., activities, individuals, structures/processes), and consequences (e.g., structure, culture, external relationships). Employing Nagel et al.'s (2015) framework to analyze professionalization in sport organization, the current research responds to the following questions: (1) How does the hosting of a mega sport event impact the professionalization (causes and forms) of an NSO? (2) What are the consequences of this professionalization on the organization? and (3) In what ways does this professionalization influence the sport's development process?

A single qualitative case study was built and data analysis was performed using ATLAS.ti 8. The data was primarily collected from 25 semi-structured interviews with NSO officials and representatives of affiliate organizations. Archival materials (e.g., IOC's Olympic Solidarity annual reports, the International Ice Hockey Federation's annual reports, etc.) were used to support the findings from the interviews.

The hosting of a mega event was a formidable catalyst that facilitated the professionalization of an NSO, including changes to organizational structures/processes, human resources, and inter-organizational linkages, which contributed to the development of the sport during the event preparation period. However, the KIHA overlooked some aspects of professionalization (e.g., internal conflicts and neglected parts of the sport) that should be considered for the sport's future development. In this regard, it was evident that the hosting of a mega event could support the advancement of a sport to a certain extent, and the respective NSO must enhance its organizational capabilities through professionalization to develop the sport. While this study explicated how hosting leads to increased professionalization and the impact of professionalization on the sport's development process, future NSOs or event stakeholders must carefully review the environment and attributes of their sport because such variables can result in variation in causes, forms, and consequences of professionalization.

Impact of same-language subtitles in social media contents on sport fans

Andrew Kim, University of Georgia

James J. Zhang, University of Georgia ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 1

Social Media

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

Social media as a marketing tool have become prevalent in the sport industry. Most North American professional leagues and teams use social media platforms for communicating with their fans (Waters et al., 2011). However, previous studies have primarily focused on the motivational aspects of social media usage, rather than understanding the mechanism through which social media contents affect fans' behavior. In the extant literature, many scholars have highlighted the importance of same-language subtitles (SLSs) in formulating marketing tactics and enhancing advertising effectiveness (Brasel & Gips, 2014). Subtitles could be a marketing strategy not only for hearing-impaired people or audience from other countries, but also for customers who speak the language. SLSs can enable consumers to obtain program content and advertising knowledge by improving customers' brand awareness, brand recall, brand attitude, and content understanding (e.g., Brasel & Gips, 2014; Franco et al., 2003). Simultaneously displaying visual text with verbal audio can also help viewers understand more complex information than audio alone (Dowell & Shmueli, 2008). Despite their advantages, it is unknown how subtitles in sport social media contents work through consumers' cognitive and psychological processes, a topic that warrants in-depth investigations. The purpose of this study is to examine how SLSs in social media's sport contents affect brand attitude and content comprehension of consumers.

A quasi-experimental study is conducted for testing the research question. Based on a comprehensive review of literature, a questionnaire is formulated that contains four sections, including content comprehension, attitude toward the brand, fan identification, and sociodemographic variables, in which the first two sections are dependent variables and last two covariates to ensure group equality. Sport fans located in North America who have followed one or more major professional leagues' or teams' official Facebook page or YouTube channel for more than a year are recruited to participate in the study that takes place in a computer lab setting. After confirming research eligibility and responding to the questionnaire, each participant (N=240) is randomly assigned to either the treatment or the control group. Subjects in the treatment group watch five minutes of highlight video with English subtitles for three times over three days to resemble the repetitive nature of social media content; in the meantime, subjects in the control group watch the same video, but without subtitles. After each viewing, subjects responded to a treatment manipulation question and survey questions on content comprehension and attitude toward the brand with items in completely re-randomized order for achieving counter-balance effect.

The experiment is currently being conducted. Upon data collections are completed, a 2x3 mixed model factorial doubly repeated measure MANCOVA will be conducted to compare the mean vector scores for content comprehension and attitude toward the brand between groups and over days after partialling out the covariant effects of fan identification and pretest scores in content comprehension and attitude toward the brand. Findings of this study are expected to provide empirical evidence for social media managers to design effective content and mechanism.

A global assessment of professional sports organizations' CSR Performance: A Delphi study

Lisa Kihl, University of Minnesota

Cleo Schyvinck, Ghent University

Géraldine Zeimers, Université Catholique de Louvain

Michael Jonas, University of Minnesota

Matt Hlina, University Of Minnesota

20-minute oral presentation (including questions)

Management

Management 2

Corporate Social Responsibility

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

The development of international and national corporate social responsibility (CSR) standards, frameworks, and guidelines (e.g., ISO 26000) are driving corporate social performance (CSP) (Pope et al., 2018). CSP is defined as “a construct that emphasizes a company’s responsibilities to multiple stakeholders, such as employees and the community at large, in addition to its traditional responsibilities to economic shareholders” (Turban & Greening 1996, p. 658). CSP is a complex and multidimensional construct where each dimension can have multiple variables, operationalizations, and indicators that vary across industries (Griffin, 2000). Globally, professional sports organizations declare they “do good” through different activities. However, the quality of their social performance is unknown. There is no basis to measure it and it is undetermined if the current corporate standards accurately measure professional sports' CSP.

Relevant CSP dimensions and their indicators are determined by the different sport characteristics and the context in which they operate. Babiak and Wolfe (2013) suggested professional sports CSR standards comprise of “six pillars” (i.e., corporate governance, philanthropy, community relations, diversity and equity, sustainability, and labor relations), yet, there is no empirical research to support the relevance of these dimensions or their importance. There are several external and internal methods to measure CSP (Waddock & Graves, 1997). External measures include reputation indices and databases (e.g., the Fortune Index) and content analysis of corporate publications. Internal measures include self-assessments of single-(e.g., pollution control) and multiple-indicators (e.g., diversity, labor relations, sustainability) and scales that measure individuals’ perceptions of CSP (Turk, 2009). Professional sports' CSR activities globally are important, thus, it is important to develop external (i.e., reputation and activities) and internal performance measures (i.e., activities, processes, and outcomes). Developing a valid and reliable professional sports' CSP measure requires gaining disciplinary expert opinions who can unpack complex and paradoxical phenomena like CSP evaluation. The purpose of this study is to draw from expert opinions to determine the external and internal domains and indicators to assess global professional sports organizations' CSP.

The study used a Delphi technique (Linstone & Turoff, 2011). Over a series of rounds, an online survey will be distributed to a global panel of CSR academic (15) and professional (15) experts who are asked questions about what internal and external domains and indicators measure CSP of professional sports organizations. Data collection and analysis are ongoing. The data will be analyzed using descriptive and parametric statistics and the findings will be presented in aggregate form. Initial findings showed external CSP domains included team and stadium/facility sustainability, community relations, diversity and equity, and philanthropy. Internal CSP domains also included communications, corporate governance, labor relations, communications, and stakeholder management.

The main contributions of this research are first generating a global professional sport CSP measure that reveals different perspectives of CSR performance (i.e., internal and external; indicators versus perceptions; and sport-specific versus existing indicators). Second, this research examines one of the main paradoxes around CSR practice and theory. The presentation will identify opportunities for future research and practical implications.

Exploring Consumers' League and Team Preferences Across Men's and Women's Sport

Jason Doyle, Griffith University

Yiran Su, University of Georgia

Thilo Kunkel, Temple University

Sarah Kelly, University of Queensland

Kevin Filo, Griffith University

20-minute oral presentation (including questions)

Marketing

Marketing 2

Branding

Thursday, June 2, 2022, 8:40 AM - 9:00 AM

Despite numerous historical, economic, and social challenges, consumers demonstrate a strong demand for women's sport (Delia, 2020). Although women's professional sport has expanded at both the league and team level, most existing consumer-focused research has investigated men's sport. The purpose of this study was to explore the preferences and perceptions of sport consumers across both men's and women's professional sport in Australia.

Australia has women's professional teams across sports including rugby league, rugby union, soccer, Australian Rules football, and cricket. In contrast to the United States, the predominant branding approach has been introducing women's teams as brand extensions of the established men's team, reflecting a branded house strategy (Kunkel & Biscaia, 2020). For example, the Sydney Roosters field both men's and women's teams, founded 100 years apart (1908 and 2018 respectively). Yet, consumer preference patterns across women's and men's sport are not well understood, nor are the differences in the perceptions held towards these brands. To fill this gap, we conducted a study via an online survey to profile consumer preferences and compare the brand associations between men's and women's teams.

A panel provider purposively recruited consumers with a favorite Australian women's and men's league (N=525). The sample consisted of slightly more female (52.3%) than male (46.9%) respondents (0.8% respondents did not disclose). In terms of league preference, just over half (54.3%) of respondents indicated their favorite women's and men's leagues came from the same sport. Of these consumers, 231 (81%) nominated a preference for the same team in both women's and men's sport. Next, the perceived brand associations of these teams were compared across 23 established associations (Doyle et al., in press). To avoid multiple comparisons and false discoveries, we conducted our analyses using the interval estimate method with 95% bootstrap confidence intervals (R=10000). Findings revealed the women's teams rated significantly lower across 17 associations: Success, Star Players, Logo and Colours, Stadium, Product Delivery, Tradition, Funding, Media Coverage, Pride in Place, Escape, Esteem, Nostalgia, Peer Group Acceptance, Socialisation, Community Engagement, Emotions, and Entertainment. We found no significant differences among the remaining six associations: Head Coach, Management, Culture and Values, Inclusion, Role Models and New Opportunities. Overall, respondents also rated their fandom towards the women's team significantly lower than towards the men's team ($p=.000$).

These findings support sport brand architecture demonstrating consumer preferences develop, at least in part, with consideration given to related brands (Kunkel & Biscaia, 2020). Whilst league-level findings support that sport consumers buy from a repertoire of brands (Fujak et al., 2018), team preferences from within the same men's and women's portfolio were largely consistent. However, we found a significant disparity of perceptions existed across these brands, evidencing how historical, economic, and social factors disadvantage women's sport (Delia, 2020). Overall, findings provide insights into consumer behavior across women's and men's professional sport and identify challenges and opportunities to grow women's sport as a unique product. Further details including comparisons between male and female consumers will be available at the conference.

Understanding the Lack of Diversity in Sport Consumer Behavior Research

Elizabeth Delia, University of Massachusetts Amherst

Nicole Melton, University of Massachusetts Amherst

Katherine Sveinson, Temple University

George Cunningham, Texas A&M University

Daniel Lock, Bournemouth University

20-minute oral presentation (including questions)

Marketing

Marketing 1

Diversity

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

Researchers have studied sport consumer behavior extensively since the 1980s, which has resulted in theoretical understanding of fandom in relation to: socialization (James, 2001), motives (Kim et al., 2019), identity or identification (Lock & Heere, 2017), brand associations with teams (Ross et al., 2006) and leagues (Kunkel et al., 2014), and well-being (Wann, 2006). However, explicit consideration of the settings or populations in which researchers collect data or develop theory is missing from the sport consumer behavior literature. This absence is particularly meaningful given: increased industry focus on diversity and inclusion (Deloitte, 2021); shifts in consumer preferences and advocacy for diversity (Nielsen, 2020); and the implications of relying on homogeneous samples on theory development (Rad et al., 2018). Thus, we asked: What is the state of diversity-related research in work published on sport consumer behavior? To explore this question, we adopted an institutional work perspective (Lawrence & Suddaby, 2006) to understand how certain practices have created and maintained norms in sport consumer research, and how other practices might disrupt established norms. Scholars conduct scoping reviews to examine the nature of research on a particular concept or topic (Arksey & O'Malley, 2005; Pham et al., 2014). To understand the state of diversity-related research in sport consumer behavior, we conducted a scoping review of research published in four top sport management journals: *European Sport Management Quarterly*, *Journal of Sport Management*, *Sport Management Review*, and *Sport Marketing Quarterly*. We searched for the terms “consumer” OR “fan” OR “spectator” within each journal from its inception through 2020, which resulted in 535 empirical articles that met our inclusion criteria. A range of information was collected for each article, including general article information, study context, and participant details (gender, race and/or ethnicity, sexual orientation, income, education, age, and ability status).

Overall, our scoping review findings revealed a lack of diversity-related research in sport consumer behavior across the four journals. Most studies focus on men’s sport in highly commercialized settings, the demographics of study participants are routinely under-reported, and the characteristics of study participants suggest that most research is based on studies of White men, who are middle-aged or young, educated, and with at least some disposable income. This type of reporting was consistent in articles reviewed over time, indicating norms created early on in sport consumer behavior research have been maintained by researchers with little to no disruption work.

Our findings reveal similarity (in context and sample) characterizes most sport consumer behavior research, echoing others’ arguments (Shaw & Cunningham, 2021; Toffoletti, 2017). Why? Norms developed through creation and maintenance work likely perpetuate this pattern, including: researching consumers in popular settings; only acknowledging diversity when it is the focus of the work; and assuming no responsibility for a lack of diversity research. To understand a range of sport consumer experiences, scholars should disrupt these norms by: taking responsibility for settings and samples utilized; recognizing diversity dimensions are important in all research, regardless of focus; and articulating how their research takes diversity into account.

Exploring the Mediatization of Action Sport Organizations

Jinsu Byun, The University of Alabama

Sehwan Kim, The University of Georgia

Kyu Ha Choi, Paul Smith's College

Jepkorir Rose Chepyator-Thomson, The University of Georgia

20-minute oral presentation (including questions)

Management

Management 1

Organizational Change

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

Mediatization is a theoretical framework that explains the “interplay between media, culture and society” (Hepp et al., 2015, p. 1). From an organizational perspective, mediatization can be understood as a process where organizations start considering media as a crucial part of the environment and orientate themselves towards media (Donges, 2008). Likewise, sport organizations need to appropriately mediatize themselves to adapt to the transforming media environment (Frandsen, 2016). Recently, action sports such as surfing, skateboarding, sport climbing, and BMX freestyle were introduced into the 2020 Olympics and will return at the 2024 Olympics (Wheaton & Thorpe, 2018), creating opportunities for increased media visibility of the sports. Despite increasing attention to the mediatization of sport organizations (Frandsen, 2016; Skey et al., 2018), there is a dearth of research on how action sport organizations are mediatized in the changing media environment.

This study aims to explore the mediatization of action sport organizations that introduced sports into the 2020 Olympics. Donges (2008) suggested that the mediatization of sport organizations occurs across three dimensions: perception (perceiving the importance of media and communication), structure (structural changes in media and communication units), and behavior (changes of media and communication utilizing forms). Employing the dimensions of mediatization as a theoretical framework, this research addresses the following research questions: (1) What are opportunities and challenges experienced by action sport organizations introducing their sports into the 2020 Olympics regarding media usage and communication?; (2) How do the action sport organizations change their perception, structure, and behavior in their use of media and communication?

This research employs a multiple case study approach (Yin, 2017). We investigated four action sport organizations (i.e., surfing, climbing, skateboarding, BMX freestyle) in South Korea, which had opportunities to promote their sports through media during the 2020 Olympics. The research data include media data and semi-structured interviews. Currently, relevant traditional and social media data (e.g., newspaper articles and social media posts) are being gathered and analyzed. In December, interviews with officials in the organizations (3 from each) will be conducted.

Preliminary findings deduced from media data indicate action sport organizations gained increasing media attention via diversified media platforms (e.g., newspapers and social media), making them perceive the growing opportunities to promote their sports. The organizations focused on individuals (e.g., athletes, coaches) to promote their sports (e.g., rules, history) and to increase the public’s awareness of the sports. Despite the opportunities, they seem to lack resources (e.g., human, financial, networks), which tend to constrain the organizations’ structural changes and content creation for media utilization. Through further data collection and analysis, more detailed findings will be reported at the conference.

By examining the case of action sports, this study will offer insights into how sport organizations promoting new sports (e.g., Esports or breakdancing in Paris 2024) are mediatized in a changing media environment in multiple aspects (i.e., perception, structure, and behavior). The study will also provide practical implications regarding how action sport organizations can maximize the opportunity to increase media visibility.

Effects of the Olympic Games on Residents' Universal-Diverse Orientation: A Social Identity Approach

Yuhei Inoue, Manchester Metropolitan University

Masayuki Yoshida, Hosei University

Steve Swanson, Deakin University

20-minute oral presentation - *virtual* (including questions)

Socio-Cultural

Socio-cultural 1

Diversity

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

The Olympic Games' role in promoting diversity and inclusion (D&I) in host communities has become an important agenda (Lo Presti, 2014), as exemplified by the Tokyo 2020 Olympics' adoption of "unity in diversity" as its core concept. Past studies linking the Olympic Games with D&I have tended to focus on specific aspects of D&I, such as sexual diversity (Hirayama, 2020; Hubbard & Wilkinson, 2015). However, D&I captures individuals' appreciation for a broad range of personal attributes and backgrounds (Bach, 2014). It is thus essential to understand how the Olympic Games may influence attitudes toward D&I in general, not just exclusively toward certain groups.

This study aimed to investigate the effects of the Olympic Games on the universal-diverse orientation (UDO) of host city residents. UDO refers to one's recognition and acceptance of other people's similarities and differences (Miville et al., 1999). Drawing from the social identity approach (Abrams & Hogg, 1990), we hypothesized that residents' UDO increases as they identify with the Olympic Games which integrate D&I principles (e.g., Tokyo Olympics). Moreover, based on research on Olympic values (Koenigstorfer & Preuss, 2018), we expected identification's effect on UDO to be mediated by residents' enhanced perceptions of the Olympic values related to D&I (e.g., appreciation of diversity). We conducted two surveys with 648 residents (50.3% female) of the Tokyo Metropolis to assess their perceptions of the Tokyo Olympics. The first survey (T1) was administered two weeks prior to the Tokyo Olympics, and the second survey (T2) was administered two days after the Olympics. All participants answered both surveys measuring the same constructs. After establishing the reliability and validity of each construct, we calculated the constructs' mean composite scores in both surveys. Then we computed each construct's change scores by subtracting the composite scores in T1 from those in T2.

Using the change scores, we performed a path analysis to test our hypotheses. First, increases in identification with the Tokyo Olympics were positively associated with increases in UDO ($\beta = .33, p < .01$). Second, increases in identification also had a positive association with increases in the perceived Olympic values related to D&I ($\beta = .27, p < .01$), which in turn had a positive effect on increases in UDO ($\beta = .41, p < .01$). These direct effects yielded the significant indirect effect of identification with the Tokyo Olympics on UDO through the mediation of the perceived Olympic values related to D&I ($\beta = .11, p < .01, 95\% \text{ CI } [.07, .11]$).

Our results indicate that residents tend to adopt the values and attitudes supporting D&I if they identify with the Olympic Games which incorporate D&I-related policies. This evidence extends the applicability of the social identity approach (Abrams & Hogg, 1990) to a socially relevant and significant context. Moreover, our evidence contributes to an understanding of the positive social impacts of sport events (De Bosscher et al., 2021; Inoue et al., 2018), informing event organizers and policymakers of how event-related messaging and programs may be developed to promote D&I principles in host communities.

Holistic Athlete Development: Toward an Interdisciplinary Research Agenda

Andre Andrijw, N/A

20-minute oral presentation (including questions)

Sport Development

Sport Development 1

Sport Development

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

There is growing concern over how the policies, practices, and cultures of sport organizations impact the careers, performances, and (physical and mental) well-being of athletes. This is due, in part, and in the face of decades of research, to mental health challenges faced by athletes both during their careers and in retirement (Park et al., 2013; Stambulova et al., 2020). As researchers in sport psychology increasingly tie quality of athletic career retirement, in particular, to preceding experiences in sport (Park et al., 2013; Stambulova et al., 2020; Wylleman, 2019; Wylleman & Rosier, 2016), the field has undertaken a related shift and placed a greater emphasis on examining how organizational environments affect holistic athlete development (i.e., the athlete as a whole person; Henriksen & Stambulova, 2017; Henriksen et al., 2010; Henriksen et al., 2020; Stambulova et al., 2020). Consequently, there exists an opportunity for sport management scholars to cast themselves anew, toward an emerging body of research, and examine talent development environments, the organizations that they are embedded within, and their effects on individual long-term health and well-being. Indeed, research on holistic athlete development based in management theory and concepts has already begun: Pink et al. (2015), for example, applied Schein's (2010) levels of organizational culture to explore dual career development in the Australian Football League; in a similar vein, Henriksen et al. (2020) examined the policies and practices of an 'athlete friendly' university; and Andrijw (2020), Morris et al. (2020), and Taylor et al. (2020) each examined sport organization policies and practices vis-à-vis individual development. With the benefits of interdisciplinary research on the topic having already been recognized by those in sport psychology (e.g., Stambulova & Wylleman, 2015, 2019), there is an opportunity for sport management scholars to draw upon concepts novel to the study of athletic career development and transitions (e.g., institutional work, Lawrence & Suddaby, 2006; sensemaking, Weick et al., 2005); build upon the findings of another discipline; and address how organizations may engender positive holistic athlete development. In short, there exists an opportunity for sport management scholars to coalesce around and address a single, foundational research question: how do organizations and their managers enable, and constrain, holistic athlete development? To invite sport management scholars to attend to this question, as well as propagate an interdisciplinary research agenda, the presentation will supply a (brief) review of works on athletic career development and transitions (Stambulova et al., 2020); detail the ecological models that have recently emerged therein (e.g., Henriksen et al., 2010, 2020); and explicate how management-related theory and concepts may add to extant understandings of holistic well-being. In turn, sport management scholars may advance a growing body of literature, and assist in reconstituting sport in such a manner as to better ensure universal individual health.

Get Vaccinated or You are Benched: A Sentiment and Thematic Analysis of Tweets Responding to Kyrie Irving's Vaccine Stance and Suspension

Zhijing Chen, University of Michigan

Dae Hee Kwak, University of Michigan ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 1

Social Media

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

Background

Vaccine mandates have been controversial over a long period and triggered more heated debates amid the COVID-19 pandemic. After live sports returned and attendance was allowed in the venues, leagues and teams established health and safety protocols to protect their players, staff, and fans. One of the policies that leagues and players cannot agree on is whether players should be required to get vaccinated. State and city vaccine mandates have also affected team operations. Brooklyn Nets point guard Kyrie Irving was suspended by the team because he did not fulfil the New York City's COVID vaccine mandate (Charania, 2021). After being banned from the Nets, Irving shared his views on Instagram that he was not anti-vaccinated but intended to stand with those that have lost their jobs due to the vaccine mandate (Rovell, 2021). Multiple sources also showed that the player's stance was to challenge a perceived control of people's lives (Charania, 2021). Traditionally, athletes preferred to remain silent regarding politics and controversies (Gill Jr., 2016). However, more players have been taking a stance on controversial topics (Leitch, 2021). Meanwhile, fans are more likely to accept athletes to make political commentary (Srikanth, 2021) and expect them to use sports as a platform for social changes (PwC's Sports Survey, 2021). Given that athletes are increasingly getting involved in taking a stance on controversial issues, the aim of the current study was to investigate how the public perceived Kyrie Irving's decision to oppose the vaccine mandate and suspension by the Brooklyn Nets. Findings of our study will provide athletes, teams, public health officials, and other stakeholders with insights on the public's thoughts and opinions on athletes' refusal to comply with health protocol, team's decision to ban their star player and the city's workplace vaccine mandates.

Methodology

We scrapped Twitter data to understand the public opinions on the issue. In particular, we collected comments on the tweets reporting the Brooklyn Nets' decision to suspend Kyrie Irving due to his vaccination status, which were posted by different accounts including (1) mainstream media: CNN, NBC, NPR, New York Times, Fox, HuffPost; (2) sports-focused media: ESPN, SportsCenter, Bleacher Report, Sports Illustrated, NBA on TNT, the Athletic; and (3) Sports Journalist: Shams Charania, Malika Andrews. A total of 2961 comments were collected in the period between October 13, 2021 - October 20, 2021. Data analysis is currently being conducted and a lexicon-based sentiment analysis will classify the tweets into positive, neutral, and negative. A thematic analysis will identify the main themes emerging from the comments of different sentiment polarity by using Nvivo.

Results/Implications

Using a machine learning approach will allow us to gain a better understanding of people's opinions and attitudes toward the NBA star's refusal to get vaccinated responding to the vaccine mandate. Findings of the study will shed new empirical insights on how the public responds to a controversial issue invoked by an athlete that has important public health and policy ramifications. Results of the study and implications will be further presented at the conference.

The rooted fan: Exploring suggested improvements to a professional sport team's sustainability initiatives

Ricardo Cayolla, Universidade Portucalense

Timothy Kellison, Georgia State University

Brian P. McCullough, Texas A&M University

Rui Biscaia, University of Bath

Marco Escadas, University of Minho

Teresa Santos, FC Porto

20-minute oral presentation (including questions)

Management

Management 2

Strategic Management

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

Sustainability initiatives in sport have the potential to tap large audiences and encourage climate action at events and in consumers' daily life. However, their effectiveness depends on the acceptance of fans and other supporters (McCullough & Trail, 2021). Fans' sustainable behaviors during sporting events and in daily life have been subject to researchers' attention (Casper et al., 2021). Despite the many professional sport teams (PSTs) that have carried out campaigns to increase awareness of environmental problems (Cayolla et al., 2021), the effects of these campaigns among different types of fans are still unclear (Trail & McCullough, 2018). In addition, the suspension of almost all top sport leagues worldwide in the 2020 - 21 season (Weimar et al., 2021) limited the understanding of fans' sustainable awareness and behaviors during sport events. Thus, this study aims to gain greater knowledge about the importance of PST sustainability initiatives for fans.

With the support of a PST, two waves of data collection (June 2020 and June - July 2021) were conducted amid the pandemic. In the first wave, a global questionnaire about a PST's sustainability initiatives was distributed to members registered in the PST's database. In the second wave, another questionnaire was sent to members. In both cases, the questionnaire included space for open-ended suggestions for improving the PST's sustainability practices. This empirical material is the focus of this study, and a total of 1,687 valid suggestions were obtained (n₂₀₂₀=610; n₂₀₂₁=1,077). Through content analysis (Barelsen, 1952), 17 categories and five broad themes were identified: sustainable venue design (i.e., infrastructure improvements, mobility and public transport, renewable energy); eco-friendly matchday operations (i.e., diversifying food and beverage offerings, improving recycling, prohibiting smoking, reducing waste); green sponsorship activation (i.e., partnership/sponsors, relationship with members/supporters); pro-environmental communication (i.e., fan awareness of club strategies, promotion of sustainability measures); and improving matchday experience in general (i.e., communication improvement, encouraging management, game time, parking, stadium access, tickets).

In addition to detailing these themes in the presentation, we will conceptualize the so-called rooted fan - those consumers whose vested interest in the PST's success extends beyond on-field performance. In the context of this study, the environment-focused rooted fan provides actionable suggestions for improving the PST's sustainability programming in order to support the team's triple bottom line.

The current results suggest PSTs should consider three key ideas when developing sustainability initiatives. First, it is crucial to obtain knowledge of what sustainable initiatives their fans consider to be more important. Second, PSTs must monitor how these initiatives evolve over time (e.g., by measuring how fans classify the consistency of waste reduction initiatives in the stadium, how they experience the measures implemented by the PST, and how aware they are of all initiatives). Third, PSTs could use the levels of awareness and sustainable behaviors adopted by fans to develop a segmentation strategy and better customize their communication and impact of sustainability initiatives.

**Good governance needs to access and inclusion:
Examining the disabled fans perception about their experience at the stadium.**

Thiago Santos, Universidade Europeia

Miguel Nery, Universidade Europeia

Joanna Deagle, Centre for Access to Football in Europe

Amy Wilson, Centre for Access to Football in Europe

Isobel Robins, Centre for Access to Football in Europe

20-minute oral presentation (including questions)

Marketing

Marketing 2

Service Quality

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

Following Mcmillenn, Mcmillenn and Mahoney (2017) sports organizations has been trying to improve the disabled people accessibility and experience with their services. Thus, to understand disabled fans' perceptions in soccer context could help to improve their experiences at the stadium. This study intends to measure through an Importance-Performance Analysis (IPA; Abalo, Varela, & Rial, 2006) the disabled fans' perceptions of the service before, during, and after the matches. From a practical standpoint, the IPA matrix intends to compare 'how important the service is' and the discrepancy between the 'level of satisfaction with the provision of the service' by its consumers. Thus, it employed an instrument with three dimensions (fan experience, staff and services, facilities and accessibility) that emerged from a scale validation process based on previous literature.

In Step 1, a content validity index (CVI; Yusoff, 2019) was performed with a panel of nine managers from Disabled Supporters Associations (DSA) and Soccer Federations in Europe to examine a relevance rating scale of 72 items. In Step 2, a total of 32 items that emerge from Step 1 were tested in a pilot study with 30 disabled fans. In this step, a reliability test of the instrument using Cronbach's Alpha (Importance scale $\alpha=0.96$; Performance scale $\alpha=0.88$) suggested a good fit for the final version of the instrument. Next, in Step 3 this instrument was applied with a sample of disabled fans from Germany, France and Belgium. In both Steps 2 and 3 were used a 5-point Likert scale for the analysis of Importance (1=not important; 5=very important) and Performance (1=low performance; 5=high performance). The IPA matrix was analyzed with IBM SPSS 27.0 via a paired T-test. The final sample consisted of 185 disabled fans, 46.5% of respondents were Male and 21.1% Female, 32.4% chose not to answer this question. A total of 58% of respondents are between 25 and 64 years old and 37.8% indicate that they were present in more than 13 matches of their team in the last season (pre-Covid-19 pandemic).

The results of IPA discrepancy showed a significant statistical difference between the importance levels if compared with service performance levels in all dimensions (fan experience, staff and services, facilities and accessibility). In the 'fan experience' dimension (9 items; e.g., accessible, and user-friendly online and offline communications platforms; support of DSA; promotion of social and safety climate toward the disabled fans by the teams) the mean of discrepancy was -1.29 ($p<.01$). In the 'staff and service' dimension (12 items; e.g., good assistance from staff and volunteers; signage, accessible routes and facilities at the stadium) the mean of discrepancy was -1.30 ($p<.01$). Finally, in the 'facilities and accessibility' dimension (11 items; e.g., accessible public transport, parking, easy access seats, and other accessible facilities around the stadium) the mean of discrepancy was -1.49 ($p<.01$). These results should be considered by teams, DSA and Soccer Federations to enhance the accessible initiatives and services at the stadium with aims to include, engage, and improve the experience of disabled fans in the soccer context.

Pursuing Event Travel Careers through Amateur Sport Participation: Development of the Competing Priorities Scale

Richard Buning, The University of Queensland

Matthew Lamont, Griffith University

Millicent Kennelly, Griffith University

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 1

Other

Thursday, June 2, 2022, 9:05 AM - 9:25 AM

Creating and maintaining an active lifestyle is incredibly challenging in the modern world as we are constantly pulled in different directions from our work, family, social lives and more. Still, some are able to navigate and manage wide-ranging competing priorities to pursue sport event participation and associated travel for challenging amateur sports such as cycling, triathlon, and more. Buning and Gibson (2015), working from Getz (2008), explain that amateur athletes can chase careers marked by growing involvement and commitment to event travel and participation in active sport events, leading to progression through experiences and time with regards to motivations, preferences, and behaviour under the auspices of an Event Travel Career (ETC). However, Lamont et al. (2012) claims that if one is to achieve ETC progression and/or continue ongoing participation in an ETC, constraints to their participation and progression will be continuously confronted and thus must be negotiated.

In pursuing an ETC, amateur athletes must constantly deal with the intersection between everyday life priorities and their ETC sporting priorities (e.g., Kennelly, Moyle, & Lamont, 2013; Lamont, Kennelly, & Moyle, 2014; 2015). Clashes, or 'competing priorities', between everyday life commitments (e.g., around family, career, social life, and domestic responsibilities) and ETC aspirations, can stretch personal resources and often require the acceptance of opportunity costs (i.e., loss of related personal or ETC benefits). Kennelly et al. (2013) found that as a result, athletes constantly invoke a range of behavioural and cognitive strategies to negotiate competing priorities.

The line of inquiry on ETCs and competing priorities over the last 15 years has helped to uncover the interwoven processes that allow individuals to successfully practice an active lifestyle through sport participation and travel. To date, this work has predominately taken a qualitative approach to theory development and has not yet allowed for objective assessment of how constraints vary and directly impact on participation and travel. Thus, this study was undertaken to develop an original quantitative objective measurement of ETC competing priorities, ability to use constraint negotiation strategies, and the direct impact of these negotiation strategies in athletes' lives.

Our work followed de Vellis' (2003) sequential 8-step process for scale development. The research team drafted pool items then through several rounds of review from an expert panel, ultimately generating a list of 238 items measuring five constructs including everyday priorities, ETC priorities, cognitive constraint negotiation, behavioural constraint negotiation, and negotiation outcomes. The scale items were then piloted through an online survey of amateur triathletes (N = 427). Measurement testing then followed to further reduce and validate the items measuring the five primary constructs and 32 subdimensions.

Overall, the study has developed an objective measurement tool for competing priorities, enabling scholars to better understand how individuals confront and negotiate constraints in pursuing an active lifestyle of sport participation. The full process undertaken from developing theory to creating and testing the final competing priorities scale, will be presented, along with implications for the study and management of active sport tourism.

Examining the Social Return on Investment from Hosting a Major Sport Event: Vancouver Residents' Willingness-to-Pay, 11 Years Post-Event

Jordan Bakhsh, University of Ottawa

Marijke Taks, University of Ottawa ADVISOR

Milena Parent, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 1

Sustainability

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

Literature Review & Purpose

Hosting a major sport event, like the Olympic Winter Games (OWG), often relies on public funding (van der Roest & Dijk, 2021). This use of public funding is justified by stakeholder claims that residents receive event-induced positive social experiences which exceed their monetary investment and last long after the event itself (i.e., positive social return on investment [SROI]; Preu & Hong, 2021). SROI is the social value created for a stakeholder from an intervention (e.g., sport event), determined by mapping that stakeholders' inputs and outputs, monetizing these elements, and evaluating their monetary exchange (Davies et al., 2019).

Although SROI analyses have been conducted on sport interventions (Keane et al., 2019), these analyses have (1) focused on sport programs or facilities, but not on residents' event experiences (Gosselin et al., 2020); (2) focused on resident perceptions pre-event or shortly after hosting (i.e., within four months post-event), but not long after the event (e.g., 10 years post-event; Scheu et al., 2019); and (3) rarely applied monetary valuation methods (e.g., willingness-to-pay) needed to examine this socio-economic exchange (Orlowski & Wicker, 2019). Consequently, these shortcomings leave both practitioners and researchers unable to address such stakeholder claims, that residents receive a positive SROI from hosting a major sport event, with empirical evidence. Therefore, the purpose of this study was to examine Vancouver residents' SROI from hosting the 2010 Vancouver OWG through a willingness-to-pay method, 11 years post-event.

Method

Through Qualtrics, 525 Vancouver residents completed an online self-administered questionnaire. Using a reverse contingent valuation method (Humphreys et al., 2018) we determined residents' willingness-to-pay post-event. A two-step Tobit model regression analysis was conducted to first predict residents' willingness-to-pay as yes/no (i.e., decision one), and then for those willing to pay, how much they're willing to pay (i.e., decision two) (Xing et al., 2020). Both willingness-to-pay dependent variables were predicted from residents' fandom (5-items, $\beta = .937$), affect (8-items, $\beta = .976$), social cohesion (3-items, $\beta = .893$), feel good factor (3-items, $\beta = .900$), social capital (3-items, $\beta = .905$), community event involvement (3-items, $\beta = .785$), safety (3-items, $\beta = .734$), and conflict (3-items, $\beta = .740$), while controlling for gender, ethnicity, education, employment, income, physical activity, and event attendance.

Results & Discussion

The tested model significantly predicted residents' first willingness-to-pay decision ($R^2 = .390$, $p < .001$) and second willingness-to-pay decision ($R^2 = .172$, $p < .001$). For decision one, fandom and employment revealed significantly positive relationships with affect, feel good factor, and social capital, and income revealing a significantly negative relationship. In contrast, for decision two, only income indicated a significant relationship, and was positive for this decision.

These findings indicate the importance of income in predicting both willingness-to-pay decisions (Barros, 2006) and highlight the potential negative impact social experiences can have when reflected upon by host residents 11 years post-event. These results challenge stakeholder claims that positive social experiences are a justified reason to publicly fund major sport events and provide an alarming reality that positive social experiences do not last as long as desired (Preu & Hong, 2021) and social experiences do not contribute to host residents' willingness-to-pay 11 years post-event.

Team Identification and Happiness: Moderating Role of Stadium Attendance Frequency in Professional Sport

Mikihiro Sato, University of Illinois at Urbana-Champaign
Masayuki Yoshida, Hosei University
Jason Doyle, Griffith University
Wonjun Choi, Guilford College

20-minute oral presentation (including questions)
Marketing
Marketing 1

Fan Identification
Thursday, June 2, 2022, 9:30 AM - 9:50 AM

Understanding the role of sport spectatorship in well-being represents an important research agenda in sport management (Berg et al., 2021). Past work has examined how consumers' identification with a sport team could promote their well-being (e.g., Delia et al., 2021; Jang et al., 2018); however, the factors that determine the conditional influence of team identification on well-being are under-examined (Inoue et al., 2021).

The purpose of this study was to examine how team identification and attending live games can be sources of overall happiness, an indicator of well-being (Lyubomirsky & Kepper, 1999). Drawing from the social identity approach to health and well-being (Jetton et al., 2017) and a bottom-up approach of subjective well-being (Diener, 1984), we hypothesized that team identification would be positively associated with overall happiness through consumer happiness (i.e., consumers' subjective evaluation of their consumption experiences; Desmeules, 2002). We also hypothesized that stadium attendance frequency would moderate the associations between team identification, consumer happiness, and overall happiness.

Two studies were conducted to test our hypotheses. In Study 1, we obtained data from fans of a top division Japan Professional Football League team in Tokyo. We used a two-wave design measuring variables in separate surveys to minimize method biases. During the 2017 season, 322 individuals completed both waves of data collection. After establishing the reliability and validity of scales, a mediation analysis using bootstrapping with 5000 resamples revealed that consumer happiness positively mediated the association between team identification and overall happiness (95% CI=[.12, .32]). To assess the moderating role of stadium attendance frequency, we created three groups based on attendance frequency during the season: Non-attendance (n=248), One-time-attendance (n=32), and Repeat-attendance (attended two or more games, n=42). A partial-least-square multigroup-analysis (PLS-MGA) revealed that path coefficients between team identification and consumer happiness were stronger in the One-time-attendance group than in the Non-attendance group (p=.04). By contrast, path coefficients between consumer happiness and overall happiness were stronger in the Repeat-attendance group than in the Non-attendance group (p=.04).

Study 2 reexamined the proposed hypotheses while accounting for the effects of core product quality (e.g., team's win-loss records; Yoshida, 2017) in the model. We obtained data from fans of a Nippon Professional Baseball team in Yokohama, Japan. During the 2018 season, 500 individuals completed the survey through a two-wave design. Results using bootstrapping with 5000 resamples confirmed Study 1's findings of the mediating role of consumer happiness (95% CI=[.07, .22]). A PLS-MGA contrasting Non-attendance (n=349), One-time-attendance (n=44), and Repeat-attendance (n=107) groups revealed that path coefficients between consumer happiness and overall happiness were stronger in the Repeat-attendance group than in the Non-attendance group (p=.03), corroborating Study 1's findings.

The current findings add to knowledge surrounding the well-being benefits of team identification in two professional sport contexts, which is consistent with the main tenet of the social identity approach to health and well-being. Our findings also offer new evidence of the moderating role of stadium attendance for happiness, suggesting sport organizations should deliver marketing messages that highlight enhanced fans' well-being through live spectating in the post-COVID-19 world.

As Normal as Normal Can Be? A Multi-Study Perspective on Gambling Practices and Policies in Sports Clubs

Bram Constandt, Ghent University

Vidar Stevens, The Mulier Institute

Annick Willem, Ghent University

20-minute oral presentation (including questions)

Management

Management 1

Ethics

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

Its worldwide growth, deregulation, and promotion has turned both online and offline gambling into an increasingly visible, prevalent, and accepted social practice (Thomas et al., 2018). Accordingly, scholars advocate to analyze the drivers of this normalization of gambling. Although existing studies highlight the influence of the ‘gamblification’ of sports (i.e., the strong connection between sports and gambling activities such as sports betting), much remains to be uncovered about how sports organizations contribute to gambling’s normalization (McGee, 2020). This study therefore examined gambling practices and policies within sports clubs to explain how these factors might turn gambling into ‘an accepted part of everyday life’ (Thomas et al., 2018, p. 6). Sports clubs are an important pillar of the European organized sports sector and function as influential social contexts.

This study applied Foucault’s (1978) normalization theory, which is often used to analyze how social practices are rationalized and institutionalized to an extent that people are often unintentionally socialized into considering that social practice as harmless and plain normal (Parker et al., 2002). Gambling is such a normalized practice that is seldomly framed and perceived as potentially addictive and risky (Derevensky et al., 2019). Scholars argue that sports contributes significantly to gambling’s normalization, as illustrated by the omnipresence of gambling advertising and sponsorships (Bunn et al., 2019). However, there is still scarce empirical knowledge about how sports clubs’ organizational environments stimulate and accommodate the consumption of different gambling products (Vinberg et al., 2020).

A twofold study was implemented. First, an online survey was spread to Belgian sports club stakeholders (e.g., athletes, coaches, board members) to map their gambling behaviors. Second, Dutch sports club board members were interviewed to gauge their (preferred) gambling policies (ranging from restrictive/protective to liberal). 817 people participated in the survey, which revealed higher prevalence rates of different gambling products (i.e., sports betting: 5.5:1, poker: 3.6:1; casino games: 2.4:1) and more high risk gambling (4.2% vs. 0.1%) compared to the Belgian population, next to the socio-cultural accommodation of especially sports betting by positive attitudes and peer discussions. 96% reported a total lack of gambling rules in their club. The seven interviewed board members considered the organization of gambling activities (e.g., poker tournaments) strongly as a way to earn money and to strengthen organizational commitment. They paid relatively little attention to installing boundary conditions for safe gambling, such as age and alcohol restrictions.

In summary, this study exposed important socio-cultural (e.g., peer discussions) and policy-related (e.g., no gambling regulations) gambling normalization mechanisms in sports, beyond the often highlighted political and commercial mechanisms such as gambling sponsorships and advertising (Bunn et al., 2019). Lacking awareness about potential risks, gambling was considered a ‘non-issue’ by most study participants. This study adds to an emerging field of study in sports management, scrutinizing sports organizations’ approaches and policies concerning gambling. In light of the societal rise in problem gambling and its associated harms (e.g., debts, relationship breakdowns, anxiety, and depression), such research helps to denormalize gambling as mere fun and riskless (Thomas et al., 2018).

Self-Presentation and BlackCrit: Utilizing Black Male College Athlete Experiences to Inform Sport Industry Practices

Jonathan Howe, Temple University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 1

Diversity

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

During the summer of 2020, racial tensions appeared to reach an all-time high after the killings of numerous Black people at the hands of police officers and white supremacists. This was a moment where many industries began to show support and examine how they perpetuated racial injustices to show solidarity with the Black Lives Matter Movement. This period was also one where Black male college athletes (BMCAs), particularly at historically white institutions (HWIs), began utilizing their platform for positive social change as they engaged with their racial identity (Howe, 2020). While these athletes were speaking up for change, it should be reiterated that most were within the context of historically and predominantly white institutions, which are noted to be rooted in racism (Cooper et al., 2019; Hawkins, 2010; Singer, 2005).

The present study represents a sub-portion of a larger project examining self-presentation (Goffman, 1959) and BMCAs at HWIs. The larger study followed traditions of constructivist grounded theory (Charmaz, 2014) and utilized BlackCrit (Dumas & ross, 2016) as a theoretical perspective. The sample for this study consisted of 16 BMCAs at Division I HWIs across the United States. Following the constructivist grounded theory approach, initial sampling and theoretical sampling strategies were employed (Charmaz, 2014). Three methods of collecting data were utilized in this study: interviews (individual and focus group), an audio diary exercise, and a collection of tweets. Analysis of data consisted of three stages: initial, focused, and theoretical coding.

Findings from this study highlight the ways that external factors, namely the athletic department and campus environment, influence self-presentation for BMCAs. Attending HWIs for BMCAs meant that most spaces they entered were inherently white (i.e., white-dominated or influenced by whiteness). Specific themes included altering presentation in white-dominated academic settings to “fit in” and not contribute to biased assumptions, having self-presentation constrained by the “Black dumb jock” stereotype, and pervasiveness of whiteness and racism within athletic settings.

Findings provide insight into how white-dominated spaces are complicit in forcing BMCAs to alter their presentation to “fit in” or even exist without harm in these spaces. As Dumas and ross (2016) discussed, antiblackness is more than racism aimed at Black people; instead, it represents the work to diminish the possibility of humanity for Black people. Black suffering is perpetuated through the environment of athletic departments by which they operate as businesses, inherently devaluing the individual and prioritizing the result.

For athletic departments, recommendations include performing yearly climate and culture assessments, increasing Black representation within the department, creating and maintaining an expectation that coaches develop intentional mentoring relationships with their players, and creating spaces for BMCAs to present complete versions of themselves. For sport management, findings support the argument that these education programs must begin placing value in the student development aspect of collegiate sport. Incorporating student development courses within curricula and partnering with student affairs programs and personnel will provide more robust understandings of cognitive and psychosocial development of students.

The Impact Of Conference Group Change On The Defecting Member's Economic Performance

Stephanie Herbst-lucke, Georgia State

Avi Turetsky, Case Western Reserve ADVISOR

Robert Mayberry, Georgia State

20-minute oral presentation (including questions)

Management

Management 2

Organizational Behavior

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

To improve their financial standing (Connolly, 2019; Gladden, Milne, & Sutton, 1998; Kogan & Greyser, 2014; Toma, 1999; Toma & Cross, 1998; Weaver, 2010, 2015), universities have been realigning century-old conference group relationships for some time. Yet, surprisingly, there is so far no study which shows whether conference group change is likely to improve college athletic revenue. Per strategic group theory the change is justified by higher returns and better financial performance. To address the void, this study includes two natural experiments based on the Synthetic Control Method and a developed database representing 98.5% of the population, this study analyzes the impact of conference group change on the defecting member's economic performance during the second wave of conference realignments (period 2012 - 2015). This wave was selected since it includes the vast majority of conference group changes so far within a relatively short, single time period. It therefore offers a more extensive data set to analyze change effects and given the brevity of the period better control over other factor performance effects than if a more longitudinal panel data set were to be used. The choice of the second wave also offers a greater burden of proof since we might assume a rational decision-maker at this period would have learned from the experiences of first wave of change (2005-2006) which based on the evidence at the time did not result in significant improvements. We would expect decision-makers to behave logically in the second wave of change and make choices that would improve their outcomes and avoid mistakes made during the first wave.

Contrary to conventional wisdom and literature, these experiments find that conference change neither increases Earned Revenue or Expenses nor decreases Debt for colleges that change conference. While realignments do not impact financial health, the broader alliance-change literature indicates that altering century-long partnerships, changing iconic brand names, logos, and products as a result of realignments, may lead to brand depletion outcomes. As U.S. universities are diverting money from academic reserves to cover Intercollegiate Athletic losses of up to \$23 billion exacerbated by the coronavirus colleges they are again looking at the merits of alliance change (Belkin & Korn, 2020). These findings illuminating the financial impacts of conference change can lead to more informed action by college administrators and the Intercollegiate Athletic stakeholders, as well as, further the study of alliance-change.

This paper's findings have several important implications. First, Intercollegiate Athletic literature suggests college conferences are realigning to improve their financial standing. Given the increasingly popularity of this strategy despite repeated failure to achieve its intended results, further research should explore alternative motives for conference realignment.

Second, brand-alliance literature suggest realignments are driven to increase resource access (Barney, 1991; Day, 1994) improve financial outcomes (Kogut, 1988; Park, Chen, & Gallagher, 2002) and market value. These findings, suggest alliance-change may actually reduce market value. Unlike public, for-profit organizations are accountable to shareholders when change decisions do not increase revenue, there is limited downside for subsidized organizations to continue the realignments.

The Influence of Personality Traits, Fear of Missing Out, and Continuous Partial Attention on Sport Fans' Online Fan Engagement while Watching Sports

Sangwon Na, Mississippi State University

Dae-eun Kim, Mississippi State University

Younghan Lee, Mississippi State University ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 1

Social Media

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

Fear of Missing Out (FoMO) is described as "a pervasive apprehension that others might be having rewarding experiences from which one is absent" (Przybylski, Murayama, Dehann, & Gladwell, 2013, p. 1841). In previous literature, FoMO played the role of an extrinsic motive for sport event consumption (Kim, Lee, & Kim, 2020), and individuals showed a specific behavior that frequently accesses social media channels using technological devices while watching sports (Larkin & Fink, 2016), namely Continuous Partial Attention (CPA; Firat, 2013). Also, FoMO is significantly associated with individuals' personality traits such as extraversion and conscientiousness to predict individuals' online behaviors (Stead & Bibby, 2017).

Extant literature has yet to examine the relationships between FoMO, CPA, and online fan engagement of sport teams' social media pages, especially the moderating effects of five personality traits (i.e., extraversion, agreeableness, conscientiousness, emotional stability, and openness to new experiences). Therefore, the following research questions were established. How do FoMO influence CPA and fans' online engagement of sport team pages? Which personality traits strengthen or weaken the relationships among FoMO, CPA, and online fan engagement?

The data collection for the main study that will be presented at the conference is currently ongoing. However, a pilot study (N = 197) has been conducted to verify which personality traits have significant relationships with FoMO, CPA and online fan engagement. The results of the initial multiple regression analysis indicated that five personality traits explained 27.3% of the variance ($F(5,191) = 14.352, p < .001$), and found that extraversion ($\beta = .23, p < .001$), conscientiousness ($\beta = -.35, p < .001$), and emotional stability ($\beta = -.18, p = .033$) significantly predicted FoMO. Also, the second multiple regression analysis indicated that five personality traits explained 8.3% of the variance ($F(5,191) = 3.444, p = .005$), and showed that extraversion ($\beta = .17, p = .021$) and conscientiousness ($\beta = -.27, p = .007$) significantly predicted CPA. Finally, the third multiple regression analysis provided that five personality traits explained 10.9% of the variance ($F(5,191) = 4.675, p < .001$), and revealed that extraversion ($\beta = .24, p < .001$), conscientiousness ($\beta = -.20, p = .043$), and agreeableness ($\beta = .175, p = .040$) significantly predicted online fan engagement.

The core findings of the pilot study suggest that the two personality traits (extraversion and conscientiousness) were commonly and significantly associated with FoMO, CPA, and online fan engagement. The result can be interpreted that enthusiastic sports fans and fans who lack self-control frequently access social media while watching sports. Therefore, we will examine a structural model featuring FoMO as an antecedent for CPA and online fan engagement of sport team pages. In addition, the moderating roles of two personality traits (extraversion and conscientiousness) in the relationships between FoMO, CPA, and online fan engagement will be investigated using SPSS and AMOS 28.0 program. Detailed results along with theoretical and practical implications will be presented.

The Impacts of Environmental Claim Types on Eco-friendly Sportswear Advertisement Effectiveness: Moderating Impacts of Cross-generational Time Perspectives

Ji Hoon Kim, Yonsei University

Kyu Ha Lee, Yonsei University

Hee Sung Byun, Yonsei University

Keon Woo Kim, Yonsei University

Joon Sung Lee, Yonsei University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 2

Consumer Behavior

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

Organizations have attempted to improve their environmental position through various types of advertising claims since the late 1980s (Gussow, 1989). In particular, two environmental claim methods (substantive and associative) mainly have been employed to highlight corporate pro-environmental efforts (Carlson et al., 1993). However, what has been understood less is the differential impacts of such claim types on sport consumer responses to the advertisements.

Therefore, the present research aims to examine the impacts of environmental claim types, substantive and associative, on sport consumer responses while focusing on a potential moderating role of consumers' time perspectives (expansive vs. limited) based on Socioemotional Selectivity Theory (SST).

The substantive claim presents concrete information of process or product's eco-friendliness while the associative claim highlights environmental facts or relates with an environmental image (Carlson et al., 1996). According to Chan & Lau (2004), substantive environmental claims generate more favorable attitudinal and conative consumer responses.

According to the SST, younger adults perceive time as being expansive which enables them to prefer preparation-related activities for their uncertain future challenges. However, older adults perceive time as being limited which leads them to deepen existing relationships (Barber et al., 2016). Thus, we posit that substantive claim will elicit more positive responses from generation MZ because the environmental issue is a real threat that would affect their future, so they would prefer a pro-environmental act with evidence-based information. In contrast, baby-boomers would prefer the associative claim type given their inclination to maintain the status quo. Accordingly, we propose:

H1. A substantive environmental claim will have more positive impacts on advertisement attitude and brand cognition than an associative claim.

H2. Time perspectives will moderate the impacts of environmental claim types on advertisement attitude and brand cognition: a substantive claim will be more effective for people with an expansive time perspective while an associative one will be more effective for those with a limited time perspective.

H3. Advertisement attitude will have positive impacts on brand cognition and brand attitude.

H4. Brand cognition will have positive impacts on brand attitude.

A 2 (environmental claim types: substantive vs. associative) by 2 (time perspective: expansive vs. limited) between-subjects experimental study (targeted $n = 300$; balanced between baby-boomers and generation MZ) will be conducted via an online survey. Experiment stimuli already have been developed for two different environmental claim types and the results of a pretest ($n = 60$) showed that different claim types were successfully manipulated in the scenarios ($p < .05$). For the main experiment, after a random assignment to two different conditions (substantive and associative), participants will be asked to read fictitious company information and then complete a questionnaire including advertisement attitude (Mackenzie & Lutz, 1986), brand cognition (Sierra et al., 2015), brand attitude (Spears et al., 2004), and manipulation check items. The proposed hypotheses will be tested by conducting a reliability test, confirmatory factor analysis, t-test, and structural equation modeling. The results of this study are expected to provide various theoretical and practical implications regarding corporate pro-environmental business strategy and eco-friendly manufacture.

Board Decision-Making Processes in Non-Profit Sport Organizations

Erik Lachance, University of Ottawa

Milena Parent, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Governance

Student Paper Competition

Student Paper Finalist

Thursday, June 2, 2022, 9:30 AM - 9:50 AM

Paper Abstract

The purpose of this study was to explore Board decision-making processes in non-profit sport organizations (NPSOs). Using a multi-method, in situ, and longitudinal research design, a total of 36 observations were conducted during Board meetings of six NPSOs in Canada along with 18 interviews (Board Chairs, individual Board members, and CEOs) and 978 documents. Data were thematically analyzed, and descriptive statistics are offered from the 66 observed decisions. Results demonstrated NPSO Boards use an information- and consensus-based approach to make decisions. On average, decisions are made during two meetings, involved five individuals, two to three delays (e.g., technology), and 40 different (internal and external) information sources. Results suggest a novel type of decision-making processes for NPSO Boards (i.e., dispersed). This study provides rich insight and understanding on decision making, which is a central process for NPSO Boards, yet has been largely overlooked in the sport governance literature thus far.

Innovative Practices of Mega Sport Event Organizing Committees: An Exploratory Multi-Case Study Approach

Kristina Hoff, University of Georgia

Becca Leopkey, University of Georgia ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 2

Other

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

Purpose

There is a recent surge of scholarly inquiry on innovation within sport management scholarship (Ratten, 2021). However, we know little about innovation in the mega sport event context. This gap is a significant omission within sport management literature as mega sport events have unique characteristics, including their scope, size, potential for long-term impacts, and limited lifecycle compared to other sport-related organizations (Parent & Smith-Swan, 2013). Moreover, mega events can significantly impact innovation in sport due to their global influence and appeal (Tj, ò, àèndal, 2017). Therefore, the purpose of this study is to explore the nature of innovation within mega sport event organizing committees. This study aims to answer two research questions: (1) In what ways are mega sport event organizing committees being innovative? and (2) How do innovative initiatives compare across different mega sport event settings?

Framework

To better understand innovation in an underexplored organizational context, it is essential to determine the different types of innovations implemented (Crossan & Apaydin, 2010). Thus, innovation outcome has become an essential dimension of the innovation literature used to investigate “what or what kind” of innovation(s) organizations are pursuing (Crossan & Apaydin, 2010, p. 1167). In this vein, sport management scholars (e.g., Corthouts et al., 2021; Hoeber et al., 2015; Tj, ò, àèndal, 2017) have used the innovation outcome literature to identify different types of innovations implemented by various sport organizations (e.g., community sport clubs and national sport federations). These innovations have been categorized based on an innovation’s attributes (i.e., form, type, magnitude) and its function (i.e., social, technological, commercial, community-based, organizational). However, innovation is a context-specific phenomenon (Baregheh et al., 2009), so further investigation on the different types of innovations in other sport organizational contexts is needed (Corthouts et al., 2021). The innovation outcome literature (e.g., Crossan & Aaydin, 2010) will guide this study in the identification of innovative practices of mega sport event organizing committees.

Method

This study uses an exploratory multi-case study approach (cf. Yin, 2018). More specifically, the 2024 Paris Organizing Committee for the Olympic Games (OCOG), the organizing committee for the 2026 Fédération Internationale de Football Association (FIFA) World Cup, and the 2024 Los Angeles OCOG serve as the units of analysis. These cases were selected because innovation plays an important role in their vision statements. Data are in the early stages of collection and analysis and include publicly available documents (e.g., official documents) and interviews with key informants from the organizing committees (n=20). A general content analysis of the data will be completed using Atlas.ti.

Conclusion

Initial findings suggest that the organizing committees have begun to implement different types of innovation initiatives (e.g., organizational, commercial) and plan to implement additional activities closer to the actual hosting of the events (e.g., technological, environmental). Moreover, most innovations appear to be more incremental than radical. Findings will contribute to our understanding of how specific sport contexts can influence the implementation of new ideas through innovation (Newell & Swan, 1995).

Crime and the ‘captive audience’: Examining the relationship between professional sport viewership and criminal incidents in the Dallas Metroplex

Gidon Jakar, University of Florida

Kiernan Gordon, University of New England

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 2

Other

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

Sport management scholarly and practitioner attention toward the societal externalities of professional sport franchises and athletes has increased in recent years, with foci including such topics as corporate social responsibility (e.g. Yang & Babiak, 2021), poverty (e.g. Ekholm et al., 2019; Vandermeerschen, & Scheerder, 2017;), racial discrimination (e.g. Love et al., 2021) and the environment (e.g. McCullough et al., 2016; Trendafilova et al., 2013). One of the societal concerns that has been less addressed in sport management, however, is the relationship between sport and crime, despite the importance of this relationship to event and venue management (Jakar & Gordon, 2021). Consequently, the current study analyzed the relationship between sporting events in the Dallas metropolitan area and crime-related incidents reported within it.

Dallas is home to a sport franchise in five professional sport leagues in the United States, including the most valuable sport franchise in the world, the NFL’s Dallas Cowboys (Forbes, 2021), who also possess the league’s highest attendance. Only two of the five franchises play in the city of Dallas: Stars (NHL) and Mavericks (NBA). This information is important when examining the relationship between franchises and their metropolitan areas because a franchise’s outreach extends beyond the nearby geographical space (Forster et al., 2014). Therefore, our analysis of reported crime-related incidents in Dallas during these professional contests takes this relationship into consideration.

Using a Negative-Binomial Regression (NBR), 369,284 incidents were examined between 2015 and 2019, including a subset of 74,296 incidents that were explicitly violent. NBR methods are commonly used for count regressions with a likelihood that heteroscedasticity exists and is based on the Poisson distribution regression (Gardner et al., 1995; Garnowski & Manner, 2011; Monuteaux et al., 2015; Zahnow, 2018). The regression analysis was conducted on a daily count with hourly count of incidents as the dependent variable and included whether a game was played on a given day or given hour, daily temperatures and precipitation, sunrise and sunset times, and categorical variables for time-related variables. Daily count included 1,826 days and the hourly model was comprised of 48,824 hours that were used as the observations.

Our results identified an interesting pattern. All else held equal, the number of incidents in Dallas decreased when the Cowboys played, both home and away, as well as during a three-hour, postgame period. The NBA and NHL teams that play in downtown Dallas, and the Texas Rangers that play in Arlington, did not appear to be associated with an increase or decrease in incidents, as they were not statistically significant. The Cowboys results were then corroborated by a more robust analysis that included a triple interaction term between game, hour, and day. Consequently, despite playing in Fort Worth, the Cowboys appear to be associated with a decrease in incidents within Dallas. We interpret this as an indication that there is a captive audience during those games, which provides the Cowboys specifically, and the NFL generally, an opportunity to use these game telecasts as opportunities to address societal concerns, including those related to crime.

Mapping Australian Capital Territory local sports clubs' integrity systems

Catherine Ordway, University of Canberra
Adam Masters, Australian National University
Bram Constandt, Ghent University
Joung Hwa Son, University of Minnesota
Jingyi (Alice) Kang, University of Minnesota
Sheila Galloway, Deakin University
Lisa Kihl, University of Minnesota

20-minute oral presentation (including questions)

Management

Management 3

Ethics

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

The persistence of integrity breaches within local sports clubs is a challenge for sports officials, in Australia and internationally. In Australia, local-sport integrity systems are very important for the integrity of sports clubs (i.e., Australian Capital Territory [ACT] State Sporting Organizations) as they contribute to the overall effectiveness of a national sport integrity system. In the ACT, the Coalition of Major Participation Sports (COMPS) group of nine sports was formed as a co-operative to advance the cause of their collective interest in community sport. Local sports clubs, like the members of COMPS ACT that sit beneath them, experience both non-corrupt (e.g., conflicts of interest, gamesmanship) and corrupt behaviors (e.g., fraud) that erode the public's trust in sport (Cleret et al., 2015). Given the institution of the Australian sport integrity system, it is important to map and understand the elements and conditions of local sports clubs' integrity systems.

A local sport integrity system consists of individuals, institutions, policies, practices, and agencies that contribute to safeguarding and promoting the integrity of an organization (Huberts & Six, 2012). Kihl (2019) conceptualized a national sport integrity framework that comprised three main components: (1) sport actors, (2) internal environment (ethics infrastructure), and (3) external environment (accountability mechanisms). However, there is little understanding of the components and elements of a local integrity system that serves as the basis of a national system. The purpose of this exploratory research is to identify the components and processes of COMPS ACT local clubs' sports integrity systems. Three research questions were posed: a) What sports actors are responsible for generating and guarding the integrity systems?; b) What components make up the ethics infrastructure?; and c) What are the external accountability mechanisms?

An exploratory multi-case design (Yin, 2014) was used to examine the COMPS integrity systems within the sports of basketball, rugby union, rugby league, football (soccer), cricket, field hockey, and netball. Thus far, primary data has been collected via five semi-structured interviews with club officials, supported by sport organization websites, policies, and strategic plans. Data collection and analysis are ongoing to build an integrity system profile for each of the clubs. Drawing from grounded theory and thematic data analysis techniques the preliminary findings showed that a variety of club actors were responsible for safeguarding integrity (e.g., President/board, CEO, officials, tribunals, and committees). The main components of the ethics infrastructure were compliance (e.g., monitoring and investigations) and values-based (e.g., code of ethics, encouraged dialogue, leadership) management tools; however, some differences were observed across sports and clubs. External accountability mechanisms included both the state and national governing bodies. Current theoretical understandings of sport integrity systems have focused on national systems (Kihl, 2019). Mapping local club sport integrity systems addresses an important theoretical gap in the sport management and ethics literature by exploring how local clubs safeguard integrity in their sports. Future research to extend our understanding of coordination and capacity needs of local integrity systems to promote integrity and mitigate risks is also discussed.

Exploring Fan Experience with Multiple Cases of Expansion and Relocation

Brett Parent, Brock University

Craig Hyatt, Brock University

20-minute oral presentation (including questions)

Marketing

Marketing 3

Consumer Behavior

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

The sport consumer behavior literature examines a variety of concepts around sport team expansion and relocation (Hyatt, 2007; Lewis, 2001; Mitrano, 1999; Wegner et al., 2020). However, these studies only examine fans at one point in time, even though fans may experience multiple cases of expansion and relocation in their lifetime; this may also expose individuals to leagues at different levels of play that have different spectator motivations. For example, fan motivation for spectating amateur major-junior hockey often revolves around community (Mason et al., 2005; Paul & Weinbach, 2011), while professional minor league hockey typically attracts fans to games through game excitement variables (Paul & Chatt, 2011; Rockerbie, 2017; Zhang et al., 2004). In Canada alone, 17 different cities have at different times hosted both an amateur major-junior hockey team and a professional minor league hockey team. The purpose of this study was to explore how experiencing multiple cases of expansion and relocation across multiple levels of competition impacts fan behaviors and attitudes.

To examine this phenomenon, 12 hockey fans from Belleville, Ontario who were impacted by at least one case of expansion or relocation were interviewed. Belleville was chosen because since 1981, they have experienced the expansion and relocation (to Hamilton, Ontario) of the Ontario Hockey League's Belleville Bulls, the NHL's expansion to Ottawa with the Senators, and the American Hockey League's relocation of the Ottawa Senators' top minor league farm team from Binghamton, New York to Belleville.

By going through each case with each participant chronologically, five themes were revealed. First, participants suggested that geography, distinctiveness, and exposure at a young age acted as a motivation to cheer for a newly established team, while existing team allegiances acted as a barrier. Second, participants discussed the unique consumption strategies they used to maintain an identity with a beloved hometown team after it relocates, such as following ex-players, recalling memories, and incorporating the team they lost into their present-day activities. Third, participants suggested that they have experienced six difference changes in perspectives towards teams, leagues, and hockey. Fourth, participants outlined the different points of attachment they developed with an amateur major-junior team versus a professional minor league team, as well as the points of detachment that fans claimed to have with minor league hockey. Lastly, participants noted how NHL team affiliation dictated their behaviors and attitudes towards a minor league team.

This study adds to the body of literature around expansion and relocation by outlining the various lasting effects that experiencing these phenomena have on fan behaviors and attitudes. With regards to sport fan theory, this study begins to unpack why fans choose not to align themselves with certain teams, and how fans value their different roles with regards to sport fandom. In terms of managerial relevance, the findings provide insights on how teams in similar situations as the AHL's Belleville Senators should address naming their team, connecting with fans, and treating season ticket holders of past teams in the community.

Sportsmanship Attitudes as a Moderator of the Relationship Between Team Identification and Spectator Aggression

Andrew Rudd, Colorado State University

20-minute oral presentation (including questions)
Management
Management 4

Ethics
Thursday, June 2, 2022, 11:15 AM - 11:35 AM

Team identification, which is commonly defined as the extent to which an individual feels psychologically connected to a sports team (Wann, et al., 1999; Wann & James, 2019), is considered a major contributor to spectator aggression (Wann & James, 2019; Wann et al., 2001). Numerous studies have shown that higher levels of team identification are associated with a greater tendency to behave aggressively at sport events (Larkin & Fink, 2019; Wann & James, 2019; Wann et al., 2017; Wann et al., 2015).

Alternatively, sport marketers have found that team identification plays a substantial role in sport consumer behavior. Specifically, studies indicate that team identification relates positively to purchasing team merchandise (Kwon & Armstrong, 2002; Trail et al., 2005), purchase intention (Yoshida et al., 2014), and attending games (Matsuka et al., 2003; Trail et al., 2005). As a result, sport marketing researchers have suggested that in the interest of increasing ticket sales and sport merchandise purchasing, sport managers should work to increase fans' level of team identification (Kwon & Armstrong, 2002; Trail et al., 2003).

Given the potential for highly identified fans to act aggressively, how can sport managers safely develop team identification? Rudd and Gordon (2010) have suggested that sport spectators may act aggressively not only because of heightened levels of team identification but also because many sport spectators lack an understanding and valuing of sportsmanship. Therefore, perhaps sportsmanship development is an important input variable for sport management personnel wishing to foster highly identified fan bases without the accompanied aggression. The purpose of this study, then, was to examine positive sportsmanship attitudes as a moderating variable in the relationship between team identification and spectator aggression. If it can be shown that highly identified individuals who support sportsmanship are significantly less likely to act aggressively, recommendations can be made for sport managers to make stronger efforts to cultivate positive sportsmanship attitudes among their fan bases, e.g., sportsmanship education.

To conduct the current study, a sample of 250 college sports fans are being recruited from social media websites including Facebook, Twitter, and LinkedIn. Prospective participants are provided a written introduction to the study along with a URL link to the electronic questionnaire which includes three scales to measure team identification, spectator aggression, and spectator sportsmanship. These variables are measured using the revised version of the Sport Spectator Identification Scale (James et al., 2019; Cronbach's alpha = .96), the Sport Spectator Attitude Scale (Rudd, 2016; Cronbach's alpha = .88) and the Sport Spectator Sportsmanship Scale, respectively. The latter scale was developed for the current study and pilot tested with a sample of 132 college sports fans, producing a Cronbach's alpha of .88. To determine if sportsmanship attitudes moderate the relationship between team identification and spectator aggression, a moderation analysis will be employed using linear regression via the Statistical Package for Social Sciences (SPSS). The results of this analysis will be discussed along with future recommendations.

Exclusion in the Name of Dissuasion: Moral Panic, Disposable Gamers, and Esport in China

Yiming Chen, Florida State University

Shushan Dai, Florida State University

Joshua Newman, Florida State University ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 2

Media

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

Despite esport's rapid development in China, parents and guardians of many school-age gamers consider pursuing professional esport as a deviant lifestyle and insecure job choice (Zhao & Zhu, 2020). In early 2021, a type of service known as "esport dissuasion" gained immense attention on Chinese online media (Chen, 2021). In practice, "esport dissuasion" is a service largely resembling an ordinary esport training camp but intended to encourage players' withdrawal. Offered by professional esport clubs and organizations, this service engages gamers in simulated professional-level training, competition, and lifestyle that are highly arduous and selective. Essentially, these simulated mechanisms of esport talent selection are deemed effective in dissuading participants from professional play. As such, dissuaded gamers are determined that they lack the talent, persistence, or essential knowledge needed for becoming competitive and successful in the esport industry.

The media representation of "esport dissuasion" provides a meaningful empirical site for examining the intersection of esport and digital gaming culture, mass media, and the Chinese context, where researchers have yielded plentiful insights (Golub & Lingley, 2007; Schelfhout et al., 2019; Szablewicz, 2010). Meanwhile, some also advocate for perspectives beyond dichotomies of "socialism - capitalism, state - gamers, and empowerment - exploitation" (Zhang, 2013, p. 2407). In this case, variegated textual formations on Chinese online media construe a consensus among stakeholders with diverging interests including administrators, practitioners, gamers, and the general public. Indeed, according to this consensus, a widespread agreement among various social actors is reached - "esport dissuasion" reconciles the tension that exists broadly in internet addiction and social stigmatization of esport and digital gaming (Szablewicz, 2020; Zhao & Zhu, 2020). However, when examining through the theoretical lens of moral panic by Cohen (2011), we find it necessary to engage in an alternative hermeneutics and critique of the nuanced power dynamics underneath such pervasive consensus. Therefore, the current study explores the implication of "esport dissuasion," as represented by online media, on the power relations that shape the landscape of esport and digital gaming culture in China.

To this end, we conduct a textual analysis informed by Johnson and colleagues (2004) to understand the underlying and contested meaning embedded in the consensus. A total of 14 Chinese media sources serve as a homogeneous sample for our analysis (Patton, 2015). News articles, social media posts, videos, and online users' comments about "esport dissuasion" are obtained from news databases such as Google News and Baidu News, Sina Weibo (a social media platform), Bilibili (a popular video sharing site), and the associated comment sections respectively. Adopting Markula and Silk's (2011) six-step textual analysis framework, we mainly focus on narrative structure, organization of meaning, intertextuality, and relationships between textual and cultural formations. The results illustrate i) how widespread agreements regarding the target subjects and rationale of "esport dissuasion" are formed; ii) and how the consensus overstates the benefits of "esport dissuasion" while downplays the latter's exclusive tendency. Furthermore, our findings contribute to existing scholarly discussions on the positive and negative impact of the rapidly developing esport, and its ambiguous relation with traditional sport.

Effect of Scholarships on Collegiate Esports Athletes

William Fisackerly, University of South Carolina

Yongjin Hwang, University of South Carolina ADVISOR

20-minute oral presentation (including questions)

Sport Development

Sport Development 2

Other

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

The better part of the last decade has seen esports transcend from relative niche obscurity to the latest fad in big business and sponsorship (Cunningham et al., 2018; Funk et al., 2018; Hallmann & Giel, 2018). The growth of esports has filtered down into the intercollegiate sphere, laying its foundation and adapting to the amateurism model of sport organization and competition intrinsic to American universities. Collegiate esports programs have skyrocketed from almost none a decade ago to well over 200 programs in the National Association of Collegiate Esports (NACE) (Online Directory, 2021). Despite the increasing presence of esports on college campuses, not much is known about the development of esports programs. This study will seek to answer the research question of what effects scholarships have on collegiate esports athlete academic success.

Previous research on scholarship in collegiate athletics solely focused on traditional sports under the scope of amateurism (Bigler, 2009; Le Crom et al., 2009; Rubin & Rosser, 2014). Researchers have previously called for investigation into the structure of esports in higher education (Cunningham et al., 2018; Funk et al., 2018). Previous research on the impact of scholarships has focused on both athletic and academic outcomes. Le Crom et al. (2009)'s study indicated that scholarship support alone was not an indicator of retention. Further research at the Division I level found a negative relationship between scholarship status and academic success (Rubin & Rosser, 2014). A positive correlation was found between scholarships and grade point average (GPA) at the Division II level (Milton et al., 2012). As such, this study will seek to understand if the relationships that exist in traditional sport between scholarships and academic outcomes such as GPA translates to esports.

The results of this study will provide empirical data to compare non-scholarship and scholarship collegiate esports athletes in GPA and retention. Collegiate esports programs will be contacted through the NACE Discord server for access to their athlete populations. Survey questions will include the amount of scholarship funding, esports title, hours spent practicing both in and outside of scheduled team activities, GPA, and demographic data. Data analysis will evaluate the impact that scholarship funding, esports title, and practice time each individually have on GPA. This study will extend the literature on esports in the sport management context. In addition, this study will be one of the first to engage with esports collegiate athletes, a subject that is sure to become an area of focus in sport management literature given the meteoric rise of collegiate esports and the stream of institutional support that esports programs continue to foster. The results of this study will provide stakeholders in higher education with information regarding the effect of funding scholarships for esports programs. Finally, this study will lay the foundations for future study in collegiate esports, including research on collegiate esports athlete development and funding.

Exploring Motivations and Psychological Outcomes in Backpacking: A Systematic Review

Thomas Henry, Florida State University

Carly Skenian, Florida State University

Amy Chan Hyung Kim, Florida State University ADVISOR

James Du, Florida State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 4

Motivation

Thursday, June 2, 2022, 11:15 AM - 11:35 AM

Since the COVID-19 crisis, the global market for hiking industry has increased dramatically, being projected at 21.6 billion US dollars across the world in 2020 (Wood, 2021). Backpacking is an autonomous way of hiking in wild places while carrying necessary supplies, allowing participants to discover and enjoy natural settings. Backpacking can be characterized as a highly personable experience, dependent on the participants' motivations and the outcomes that arise during their time in the wilderness. The extant scholarship has framed backpacking as a way of serious leisure through which individuals explore, understand, and formulate their lifestyles, identities, meaning of life, and relationship with nature (Cohen, 2011). Despite this stream of insightful inquiries, the attempts in a structured systematic review that involves the integration of existing knowledge and research findings centering on backpacking remain limited. Therefore, the current structured review aims to synthesize different motivational benefits and psychological outcomes of backpacking in a wild setting, with the hopes of shedding light on the current state of research on the motivational basis and psychological effects of backpacking on the engaging population. This systematic review included psychological outcomes as a factor of interest to broaden our understanding of potential double-edged effects attributable to the backpacking participation.

By searching the seven major databases (i.e., SPORTDiscus, Cochrane Library, PubMed, MEDLINE, PsycINFO, PsycARTICLES, CINAHL), a total of 2,130 records were identified initially. According to the PRISMA guideline, a total of 18 studies were included to explore motivations and psychological outcomes related to backpacking in wild places. According to Self-Determination Theory (Deci & Ryan, 1985), motivation can be explained through three distinct categories: intrinsic motivation, extrinsic motivation, and amotivation. Intrinsic and extrinsic motivations can be differentiated in behaviors rooted in personal satisfaction, whereas a lack of intention, value, interest, or competence is associated with amotivation. Internal motivations for backpacking participation included overcoming new challenges, reaching physical boundaries, stepping out of one's comfort zone, being a part of a group, being alone in a wild environment, and developing new skills. The included studies also presented external motivation factors including work alienation and detachment from home centers. Eliciting positive emotions, reducing stress, increasing well-being and personal growth, attaining maturity, transitioning to a new life stage, along with higher commitment levels in the activity, and changes in personal values, lifestyle and career were found to be psychological outcomes related to the practice of backpacking in wild places. Negative outcomes were also revealed including accentuated gender constructs and feelings of depression after trail completion. These findings showed that backpacking could lead to people entering mental states that are both beneficial and detrimental to one's optimal functioning.

From a managerial standpoint, this study provides a better understanding of the underlying motives and psychological outcomes of backpackers, which can be used by national parks as well as trail management organizations to better assist activity participants with their journeys. Moreover, the relevancy of this information can be extended to apparel and equipment brands for product development and enhancing marketing strategies.

Are we (in)visible?: Experiences of Asian women faculty in the U.S. sport management

NaRi Shin, University of Connecticut

Hanhan Xue, Florida State University

Ari Kim, Towson University

Amy Chan Hyung Kim, Florida State University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 2

Diversity

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Evidence of systemic discrimination is documented in the growing literature on women faculty of color (Mayuzumi, 2008). This underrepresentation has been reinforced through the discourses and practices around marginalization, oppression, and a sense of tokenism (Mendoza-Reis & Quintanar-Sarellana, 2020). Sport management field and the academia thereof have further perpetuated these racial and gender biases with institutional structures of masculinities, patriarchies and privileges (Armstrong, 2011). However, interpreting sexism and racism in sport management solely based on the institutional discourses and masculine practices obscures the particularities as it relates to differential representations across marginalized individuals. We hence contextualize this male dominated and white privileged field of sport management with specificity of inequality by focusing on the lived experiences of Asian women faculty (AWF) in U.S. sport management. The stories of AWF - while being situated in a broader analysis of the intersection of gender, race/ethnicity, class, and nation with a particular focus on the racialized/masculinized representation of sport - can help link and construct the local and global experiences of 'non-Westerners' in the 'West'.

We drew from Crenshaw's (1991) intersectionality, in combination with Collins' (1990) "matrix of domination". Collins (1991) urged that instead of adding other intersectional categories such as race, social class, or sexual orientation to gender, we need to view "these distinctive systems of oppression as being part of one overarching structure of domination" (p. 372), namely the interlocking model of intersectionality. We used intersectionality and the interlocking model as the scaffolding for analysis, which made sense of our experiences in the U.S. sport management academia and the broader sport field/industry (i.e., the broader system of domination). With this in mind, we asked "How do our identities intersect as we identify, fulfill, and negotiate our roles in the racialized and gendered space of sport management?" as our research question.

We used collaborative autoethnography, an ensemble performance that allows an interplay between autoethnographers. It branched out of the foundation of autoethnography, but focuses on self-interrogation that is done "collectively and cooperatively within a team of researchers" (Chang et al., 2013, p. 21). Engaging with collaborative autoethnography allowed us to achieve these aims while increasing the amount and sources of data by working together, "building on each other's stories, gaining insight from group sharing, and providing levels of support as they interrogate topics of interest for a common purpose" (Chang et al., 2013, p. 23).

Themes from our narratives included: (a) the racialized and gendered nature of sport was an added burden to our professional life, and (b) being (considered as) token Asian women, combined with the Asian women stereotypes that framed us as apolitical, docile, and hyper-feminine, which counter the hegemonic masculinity of sport, presented unique predicaments such as isolation and misrepresentation at work. Theoretically, we extend the use of intersectionality to an understanding of Asian women in the racialized and gendered space of sport (Burton, 2015). Practically, we call for administrative commitment to building support systems and intersectional interventions based on a nuanced understanding of AWF experiences.

A vicious cycle: Women's experiences with hostile work environments in the professional sport industry

Elizabeth Taylor, Temple University

Katie Sveinson, Temple University

Despina Evangelopoulos, Temple University

Meghan O'Donnell, Philadelphia Eagles

20-minute oral presentation (including questions)

Management

Management 3

Organizational Behavior

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Research outside the sport industry asserts that instances of blatant sexism within the workplace appear to be declining (Basford et al., 2014). Scholars argue that while gender discrimination is not subsiding, these instances are becoming more subtle and ambiguous (e.g., benevolent sexism, gender microaggressions; Basford et al., 2014; Cortina et al., 2013). However, there are a plethora of recent examples from the professional sport industry that suggest blatant sexism and sexual harassment are still rampant. Further, recent work by Hindman and Walker (2020) illustrates that sport organizational cultures perpetuate sexism in their everyday practices.

As such, organizational culture was utilized as the guiding theoretical framework. Organizational culture is a multidimensional construct, consisting of beliefs, values, and assumptions held by the stakeholders of an organization (Schein, 1993). Although leaders are critical in the creation of an organization's culture, the overall culture is reflective of all employees. Further, the strength of an organization's culture is shaped by the degree to which stakeholders share and accept the established beliefs, values, and assumptions (Doherty & Chelladuri, 1999). Importantly, recent research illustrates that there are still cultural issues present within sport organizations (e.g., Fink, 2016; Hindman & Walker, 2020) suggesting current institutionalized practices work to exclude women while including (white, heterosexual) men (Rutherford, 2001). Therefore, the purpose of this project was to examine the lived experiences of women who encountered harassment or hostile work environments in the professional sport industry.

A hermeneutic phenomenological approach was used to gain a deep understanding of meaning (van Manen, 1997), as we sought to understand and describe women's individual experiences as they are lived. Data was collected via semi-structured interviews with 21 women. Interviews lasted between 30 and 85 minutes. Participants also completed a career timeline to map the experiences they deemed most important. van Manen's (1990) thematic analysis was employed. This approach includes exploring structures of the phenomenon, exposing how these structures of thematic representations of the phenomenon, and detailing both essential and incident themes.

Preliminary findings suggest that women's experiences with harassment and hostile work environments are based in a cyclical process involving four themes. This process begins with their passion for sports, followed by tension in their professional and personal relationship with sport when they experienced harassment in the workplace. These tensions led to a sense of betrayal, where their positive sport experiences were incongruent with the hostile environment of working in the industry. The overarching narrative of scarcity of employment positions in the sport industry led multiple women to remain in their positions, regardless of the harassment they experience, and avoided reporting incidents to keep their established networks intact. While these experiences varied individually, many participants experience this cycle in their careers, causing them to leave positions and organizations, or the industry entirely.

Practically, the findings illustrate that selling narratives of 'lucky to have a job' causes women to under-report and overlook their harassment experiences. The need for training, education, and accountability within organizations will be discussed.

Tokyo 2020 Olympics Sustainability: An Elusive Concept or Reality?

Sylvia Trendafilova, University of Tennessee

Walker Ross, Florida Southern College

Stavros Triantafyllidis, Triantafyllidis Sport Academy

Jamee Pelcher, University of Tennessee

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 2

Sustainability

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

The Olympic Games are the largest multi-sport event in the world (Wade, 2021). Taken together, the number of participants and spectators, facilities and venues, lodging, media, and concessions of the Games create a significant negative impact on the three pillars of sustainability: environment, society, and economy (Müller et al., 2021; Wade, 2021). Sustainability, particularly the environmental dimension, is a crucial objective of the Olympic Agenda 2020 adopted by the International Olympic Committee (Flyvbjerg, Budzier, & Lunn, 2021). The postponed Tokyo 2020 Games brought the world together in times of two crises: coronavirus pandemic and climate change (Muller et al., 2021; Triantafyllidis, 2020). Given the negative environmental impact of the Olympics and the unique characteristics of Tokyo 2020, the purpose of this study was to evaluate the Tokyo 2020 Olympics environmental sustainability efforts.

This study was framed around the conceptual model of Müller et al. (2021). Therefore, data collection, scoring and analysis adhered to the protocol Müller and colleagues adopted in their research. Raw data were turned into correlating scores, closely examining the three ecological indicators: 1) new construction, 2) visitor footprint, and 3) event size. Results indicated that the Tokyo 2020 Games were likely the most ecologically friendly edition since 1992. When findings were compared to those in Müller's work, scores had shifted from a 0 (visitor footprint) and 20 (event size) to 100s. In contrast, new construction shifted from 60 to 80 since the construction of the venues had already taken place and could not be reversed in response to the pandemic. Original projections for the Tokyo 2020 Games by Müller and colleagues (2021) were scored at a collective 80, while our analysis yielded a much higher collective score of 280. This high ecological score could be attributed to the lack of spectators and fewer official attendees.

This study contributes to the conceptual model of Müller et al. (2021) by further examining the ecological dimensions of the Tokyo Games and providing actual counts for venue construction, visitor footprint, and event size. Although our study examines the ecological aspect of the Games in Tokyo, much of the ecological impact may not be felt until years or decades later. While the results of this study were influenced by the lack of spectators and accredited attendees, the Tokyo 2020 Games provided a unique opportunity to study environmental sustainability. Had the COVID-19 pandemic not occurred, the Tokyo 2020 Games would have remained as one of the lowest scoring editions of the Games in the ecological dimension as per the prediction of Müller and colleagues. Therefore, one needs to be careful not to view Tokyo 2020 as a benchmark against which to compare future editions of the Games. Sustainable mega-events can be achieved if the Olympic Games are embedded in a carefully planned long-term strategy, but there is a potential for the Games to become a risky endeavor if they do not support the host regions and local community's long-term strategy.

A meta-analytic approach to sponsor decision-making: Developing a generalizable sponsorship ROI model

Jonathan Jensen, University of North Carolina at Chapel Hill

20-minute oral presentation (including questions)

Marketing

Marketing 3

Sponsorship

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Generalizability is a consistent challenge within the scientific process, across a multitude of different academic fields. This challenge is particularly acute throughout the sponsorship-linked marketing literature, as findings specific to some sponsorship contexts may not be generalizable to others, and results that may be applicable to one particular country may not be generalizable to other regions of the world. In an attempt to overcome these challenges, this research utilizes a meta-analytic approach to generate insights relative to return on investment (ROI; Jensen & Cobbs, 2014) that are generalizable across a variety of different types of sponsorships, geographic regions, and sponsor categories, utilizing the sponsor's decision to either renew or exit a sponsorship as a proxy for positive ROI.

This study analyzes a dataset inclusive of a total of nearly 2,500 different sponsorships, including sponsorships of the Olympics and World Cup, shirt sponsorships of teams in the Bundesliga, English Premier League (EPL), La Liga, Ligue 1, and Serie A, Major League Soccer (MLS) and the National Basketball Association (NBA), official status sponsorships of Major League Baseball (MLB), Major League Soccer (MLS), the National Association for Stock Car Auto Racing (NASCAR), the NBA, the National Football League (NFL), and the National Hockey League (NHL), title sponsorships across college football, golf, and tennis (PGA, LPGA, ATP, and WTA), and naming rights sponsorships of venues hosting teams in MLB, MLS, NBA, NFL, NHL, the Bundesliga, EPL, La Liga, Ligue 1, and Serie A.

Results indicate that congruence (Fleck & Quester, 2007) reduces the probability of a sponsorship ending, suggestive of improved ROI for congruent brands. Sponsors who are congruent with the sponsored property are 24.7% less likely to end sponsorships. Sponsorships with firms exhibiting a B2B perspective (Cobbs & Hylton, 2012) are 11.6% less likely to end. Sponsors enjoying regional proximity with the sponsored property (Woisetschl, àö-ßger, Backhaus, & Cornwell, 2017) are also less likely to depart from sponsorships, as being in the same market as the property decreases the probability a sponsorship will end by 10.4%. Firms with high levels of brand equity (Keller, 1993) are 21.0% less likely to exit sponsorships, suggesting that such firms are more patient in a sponsorship's ability to nurture their brand equity. The influence of clutter (Breuer & Rumpf, 2012) is also apparent, as every sponsor added increases the probability every sponsor exits by 1.1%.

This study's investigation of sponsor decision-making helps to fill a gap in the sponsorship-linked marketing literature, as it contributes findings that are generalizable across many of the most prevalent types of sponsorships, across nearly every geographic region around the globe. While the decision to continue the sponsorship is only a proxy for positive sponsorship ROI, this research also assists sponsoring firms by illuminating which sponsors may be realizing greater returns from sponsorship, as well as which types of sponsorships and sponsor categories assist firms in realizing a greater degree of success from their investments in sponsorship.

Examining the Relationship Between Ethical Leadership and Moral Judgments of Sport Managers

Andrew Rudd, Lincoln Memorial University

20-minute oral presentation (including questions)

Management
Management 4

Ethics

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Unethical behavior is continually observed in the sport industry. Examples include academic fraud in college athletics, unequal pay for female athletes, and professional football teams acquiring players who have committed domestic violence (Das, 2018; Joyce, 2018; Matter, 2019). In response, many have pointed to the importance of ethical leadership (Burton & Peachey, 2014; Burton et al., 2017; Lumpkin & Doty, 2014) considering that leaders typically hold positions of power and status, which can influence thinking and behavior of employees (Brown & Treviño, 2006; Brown et al., 2005; Sims, 1994).

Although research on ethical leadership in the sport industry is growing (e.g., Burton et al., 2017; Constandt et al., 2018; Wells & Walker, 2016), studies have yet to examine ethical leadership's impact on ethical decision making, with the latter being a critical aspect of management (Lumpkin & Doty, 2014; Sims, 1994). Thus, the purpose of this study was to assess the relationship between ethical leadership and the moral judgments of sport management subordinates while also examining ethical climate as a mediating variable.

A convenience sample of $n=200$ sport industry professionals participated in the study which involved responding to an electronic questionnaire via email. Participants were obtained by collecting their respective email addresses from sport organization staff websites. The questionnaire consisted of demographic information and three scales to measure the variables of ethical leadership, ethical climate, and moral judgment. This included the Ethical Leadership Scale (Brown et al., 2005; ELS), the Ethical Climate Index (Arnaud, 2010; ECI), and the Moral Judgments of Sport Managers Instrument (Rudd et al., 2010; MJSMI). The internal consistency reliability estimates were .93, .89, and .50, respectively. Although the alpha level for the MJSMI was somewhat low, Nunnally (1967) suggested that coefficient alphas at .50 are acceptable for preliminary research which this study is, as this is the first study to examine the relationship between ethical leadership and moral judgment in the sport industry context.

Following a confirmatory factor analysis showing adequate fit for the measurement model ($\chi^2 = 1110.01$, $df = 402$, $p < .001$; SRMR = .07 and RMSEA = .09), results from a structural equation model showed that a) there was a weak and negative relationship between perceived ethical leadership and subordinates' moral judgment ($\beta = -.02$, $p > .05$), b) perceived ethical leadership related positively to subordinates' perceptions of ethical climate ($\beta = .49$, $p < .05$), c) ethical climate related positively to subordinates' moral judging and valuing ($\beta = .29$, $p < .05$) and d) ethical climate mediated the relationship between perceived ethical leadership and subordinates' moral judgment ($\beta = .14$, $p < .05$).

Results suggest that ethical leaders are influential in establishing ethical climates, which may positively impact ethical decision making. It is therefore important for organizations to hire and develop ethical leaders. These findings will be discussed and explained in more detail.

Exploring media platform preferences by interests in sport analytics

Minseok Cho, University of Houston

Don Lee, University of Houston ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 2

Media

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Sport analytics provide statistical methods to effectively analyze sport performance data (Szymanski, 2020) and to improve decision-making on and off the field (Fried & Mumcu, 2016). The media landscape is making a noteworthy impact on how sport fans consume sport-related contents via sport analytics (Chan-Olmsted & Kwak, 2020). With a diversity of media, sport fans are able to consume sport analytics contents in their sport spectatorship. However, little is known about how sport fans engage in different types of media platforms to consume sport analytics contents. Technological development has provided a range of media options to consume sport contents for sport fans (Chan-Olmsted & Kwak, 2020). According to Nielson's (2015) sport media report, streaming video and using mobile devices became mainstream as the growing trend of sport contents online consumption. Additionally, sport fans always seek out various media platforms for different purposes (Gantz & Lewis, 2014), and Parry et al.'s (2014) research has shown that media has been instrumental in sport fandom development. In this study, Chan-Olmsted and Xiao's (2019) seven media platforms under the Uses and Gratification theory are applied to explore sport fans' media preferences to consume analytics contents: TVs, smartphones, websites, streaming videos, newspapers, radios, and social media. Existing literature has provided examples of sport analytics including data visualization such as Heat Map, 3D graphics, VAR and so on that are categorized into four types in this study (i.e., statistics, video, data visualization, and decision-aid). This study focuses on answering a research question of 'How do sport analytics contents influence sport consumers' selection of media?' To answer this question, a total of 608 responses were collected from a nationwide online survey. Using eligibility questions, 536 sport consumers residing in the United States were identified as the final sample for this study. Multivariate analysis of variance (MANOVA) was conducted to explore the differences between analytics contents (two groups: high- vs. low-level of importance) and the preferences from seven media platforms. Additionally, descriptive statistics indicated the differences in media preference by age and gender. Overall, the MANOVA results showed several key findings. First, individuals who displayed varying levels of perceived importance in 'sport analytics' indicated preferences for different media platforms (e.g., streaming video, television, social media platforms). More specifically, as participants' perceived importance in 'data visualization' and 'decision-aid analytic contents' was higher, they displayed varying media platform preferences. Post hoc analysis of mean values (between high/low importance groups) further indicated where variance existed on the media platform choices. In sum, the current study can contribute to the field of sport media and spectator behaviors in general. Further, overall findings can make meaningful suggestions for sport marketers/managers as to how sport consumers react to their media choices relative to their perceived importance of sport analytic contents. Likewise, many professional athletes, teams, organizations, and media companies can make informed decisions in their managerial approaches. Also, our findings can suggest some insights to make additional revenues by reprocessing sport performance data for marketing purposes via multi-platforms.

The Era of Athlete Celebrity: The Impacts of Athlete Brand Image, Congruency, and Articulation on Consumer Evaluations

Hyung Joon Sohn, Yonsei University

Yeo Jung Seo, Yonsei University

Shin Yeong Ahn, Yonsei University

Yuna Kim, Yonsei University

Joon Sung Lee, Yonsei University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 4

Sponsorship

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Famous athletes have gained public figure status and have been extensively utilized for endorsement marketing. Celebrity athletes' positive attributes and popularity can be potentially transferrable to the affiliated brands (Carlson & Donovan, 2013). Accordingly, brands have focused on such value of athlete endorsers to emphasize brand visibility and drive sales (Kunkel et al., 2018). As a human brand, athlete brand image (ABI; Arai et al., 2013) has been known to consist of three main dimensions: athletic performance, attractive appearance, and marketable lifestyle. However, there has been a dearth of empirical research investigating how each dimension affects consumer evaluation towards endorsement marketing. Meanwhile, congruency and articulation have been considered key factors in the literature with sponsorship (e.g., Coppetti et al., 2009; Cornwell et al., 2006). According to Johar & Pham (1999), additional links between the sponsor and the event are formed when articulation is provided and lead to the imprinted memory of consumers. Additionally, the presence of articulation can shift the overall fit perception of the brand (Olson & Thøgersen, 2013). Specifically, congruence can be enhanced through articulating the basis and the meaning of the sponsorship relationship (Coppetti et al., 2009). Despite its importance, how consumer perception can vary upon the 'endorsed brand congruency' and 'intervened articulation' has not been investigated by researchers.

Hence, the purpose of the current study is twofold: (1) to compare the impacts of each ABI dimension on consumer evaluations and (2) to test mediation impacts of ABI dimensions on brand attitude through advertising attitude moderated by congruency and articulation. Accordingly, we propose as follows.

- H1. Consumer evaluations will differ depending on ABI dimensions.
- H2. Partial mediation impacts of ABI dimensions on brand attitude via advertising attitude will be moderated by congruency and articulation.

To test the hypotheses, a 3 (ABI type: athletic performance vs. attractive appearance vs. marketable lifestyle x 2 (congruency: with vs. without) x 2 (articulation: with vs. without) between-subjects experimental design (targeted n=240) will be conducted. For the experiment stimulus, fictitious advertisements containing actual athletes and brands will be utilized. Results of the pretest (n=50) showed that three athlete brand image dimensions, brand congruency, and articulation condition are successfully manipulated in the stimuli (all ps < .05). For the main experiment, after a random assignment to one of twelve fictitious advertising conditions, participants will be asked to read an experimental stimuli and to complete a questionnaire including endorsed brand attitude (Muehling & Laczniak, 1988), advertising attitude (Putrevu & Lord, 1994), and sport involvement (Zaichkowsky, 1994), and manipulation check items. Descriptive statistics, confirmatory factor analysis, reliability test, MANCOVA, and PROCESS Macro (Model 11) will be conducted for statistical analyses.

The present study will contribute to the athlete endorsement literature by empirically testing the impacts of each ABI dimension on consumer evaluations. Moreover, the finding will provide practical implications to marketing managers for improving the effectiveness of endorsement marketing campaigns. The results and specific implications will be further discussed during the conference.

Why do sport coaches quit? A multilevel examination of sport coach role conflict

Edward Horne, University of New Mexico

Charles Provencio, University of New Mexico

20-minute oral presentation (including questions)

Sport Development

Sport Development 2

Sport Development

Thursday, June 2, 2022, 11:40 AM - 12:00 PM

Coaches are critical sport program employees, whose careers are considered high pressure (Kelley, 1994). Pressures including winning, balancing multiple stakeholders' expectations (i.e., athletes, parents, employers), and sometimes generating a profit (Inglis et al., 2000). The pressures coaches experience are not necessarily compatible with one another. Nor are they always shared among stakeholders, including coaches. For instance, parents might expect their children receive equal playing time, while coaches may prioritize fielding strong teams to maximize chances of winning, often a key expectation of employers. When expectations are incompatible, an individual (i.e., coaches) will be subjected to conflicting pressures within their role (Biddle, 1986). Role conflict is associated with lower commitment to an organization, and resignations (Biddle, 1986). Further, role beliefs and practices are not context free or distinct from social and structural factors (Briscoe, 1991). Social and structural factors can shape individual behavior (Dixon & Bruening, 2007). The purpose of the study is to identify and examine micro-, meso-, and macro-level factors contributing to role conflict in coaching that leads coaches to exit the profession. Armed with a better understanding of why coaches leave, it is possible for managers to improve coach retention and address issues of conflict contributing to critical sport workers leaving the profession.

The study is guided by role conflict, a key concept of role theory (Biddle, 1986) and Dixon and Bruening's (2005) multilevel model examining coaches' work experience. The following research questions will be posed:

1. How do former coaches believe the environment of the sport system influenced their decision to leave their coaching role?
2. To what degree do conflicting expectations between former coaches and relevant stakeholders of all levels influence their decision to leave the profession?

Method

A purposive sampling technique will be utilized to recruit participants meeting the inclusion criteria (former full-time sport coaches who exited the profession of their volition for professional reasons). As a study in progress, it is anticipated that 15 semi-structured interviews will be conducted. Snowball sampling will be used to reach further eligible participants. Questions will be guided by the concept of role conflict (Biddle's, 1986) from a multilevel perspective (cf. Dixon & Bruening, 2005). Deductive reasoning utilizing a thematic approach to coding (Miles et al., 2014) will be adopted in the data analysis phase.

Expected Findings

We expect to find coaches experienced conflict between the expectations and beliefs tied to their role with stakeholders at multiple levels. Further, we expect findings to show coaches perceived a need to comply with others' expectations or deviate from how they visualized their role. A choice leading participants to exit the profession. Study implications will provide strategies for reducing the potential for role conflict in the coaching profession, potentially improving coach retention. Further, findings will enhance our current understanding and conceptualization of the complex nature of the coaching process, while advancing the use of role conflict in coaching beyond work-family conflict, to explain conflict in coaching more generally.

Shifting logics and changing actors; How the merging pro-am logic is shaping actor types and their relation to the collegiate athletic field

Charles Macaulay, University of Massachusetts - Amherst

Sarah Woulfin, University of Texas - Austin

20-minute oral presentation (including questions)

Management

Management 5

Organizational Change

Thursday, June 2, 2022, 1:05 PM - 1:25 PM

The adoption of Name, Image, and Likeness (NIL) ushered in a new era in college athletics. Beyond allowing college athletes to profit from external sponsorships, Macaulay (2021) determined a new logic has emerged in the field of college athletics: the pro-am logic. Logics are the symbolic systems giving meaning to institutional practices, policies, laws, rituals, norms, values, and beliefs (Thornton, et al., 2012). The pro-am, or professional amateurism, logic concentrates on the concept of providing several professional opportunities for athletes while maintaining their student status (Macaulay, 2021). The emergence of the pro-am logic is evident in several policy changes, including leveraging sponsorships, agent representation, and professional try-outs. Further, the logic is apparent in recent comments by senior college athletics leaders who are calling for the modernization of college athletics while maintaining the academic focus of student-athletes (Macaulay, 2021).

Thornton et al. (2012) argue that when a new logic becomes dominant in a field, existing actors are subject to change while new actors emerge. Logics influence how actors relate to an organizational field and also shape resource allocation in a field (Thornton, 2001). In this presentation, we will explain how the emergence of the pro-am logic has resulted in certain actors becoming extinct, other actors changing their practices/beliefs, and the emergence of new actors in the collegiate athletic field.

We examine the actors composing the collegiate athletic field before and after September 30th, 2019. We chose September 30th, 2019 as this was when Governor Newsom signed SB206 - Fair Play to Pay Act, permitting college athletes in California to profit from external sponsorships. This legislation set in motion the adoption of a nationwide policy change on NIL and hastened the development of the pro-am logic. We utilize multiple sources of data including website data of different college athletic governing bodies, industry databases, textbooks, news media articles, and academic sources to characterize actors and their relation to the collegiate athletic field before and after September 30th, 2019. We perform a content analysis utilizing a hybrid coding strategy to allow us to apply existing understandings of the field as well as surface new themes. Our findings show how previously existing actors shifted their relationship to the collegiate athletic field in response to ideas/pressures from the emerging pro-am logic to preserve power and relevance. We will also reveal how a multitude of new actor types have emerged and are increasingly influencing the field.

Due to massive changes occurring in college athletics, many claim amateurism is dead. The emergence of the pro-am logic, however, suggests amateurism in college athletics is, instead, shifting. This study contributes by explicating this shift in amateurism, revealing how key actors are shifting their relation to the field to retain power and relevance and, in so doing, maintain control of the field. Finally, this research contributes to theoretical understandings of how emerging logics shift organizational fields and the ways actors change to maintain power and influence, particularly amidst political and social change.

A Glimpse Into the Experience of a Youth Sport Tourism Consumer: An Analysis of Parents vs. Coaches

Eric Hungenberg, University of Tennessee at Chattanooga
Tommy Aicher, University of Colorado - Colorado Springs
Taylor Sawyer, University of Northern Colorado

20-minute oral presentation (including questions)
Facilities/Events
Facilities/Events 3

Event Marketing
Thursday, June 2, 2022, 1:05 PM - 1:25 PM

Although recreational sport participation still exists in many communities, nearly 90% of parents of youth athletes admit to having invested personal finances in their children's sport pursuits (Aspen Institute, 2020). The average parent spends an estimated \$1,000 per year, the club sport parent roughly \$2,200, and more enthusiastic devotees report upwards of five figures. Interestingly, market reports produced from youth sport researchers (WinterGreen Research, 2019) revealed that it is not costs associated with equipment, registration fees, or youth camps that explain youth sports' economic growth, but rather, expenses involving travel often accompanying club sport financing. Migrating away from community-hosted and financed leagues which emphasized development and socialization, youth sport appears to have expanded its requisite needs to include heightened competition, state-of-the-art facilities, superior event organization, and perhaps most importantly, tourism amenities (Kaplanidou, 2010).

The newly coined "sport-cation" nature of youth sport highlights significant opportunities for event organizations and destinations; however, its multifaceted nature involving several service product interactions also underscores complexities surrounding which service marketing dimensions are most germane to the consumer experience (Shonk & Chelladuria, 2008). According to Kaplanidou (2010), an attendee's event evaluation encapsulates myriad physical, social, environmental, organizational, and distinctive characteristics encountered because of a sport tourism event. In this case, sport tourists' investment expectations will likely be framed according to multiple service scape elements ranging from hotel hospitality to tournament facilities.

Although hypothesized in literature, scant research has been devoted to empirically verifying the consumer behaviors of this \$9 billion market. To fill this void, this study sought to examine the complementary roles tourism attractions, sport event elements, and customer service encounters play in achieving memorable experiences for youth sport patrons. Further, recognizing that evaluative responses may differ according to the decision maker's role on the team (i.e., coach, parent, team administrator), segmenting responses was also deemed pertinent.

To achieve the research objectives, survey questionnaires were collected from 7,399 parents, coaches, and team administrators, representing youth sport clubs participating in a combination of 24 volleyball, lacrosse, baseball, and fastpitch softball events. Questions pertaining to the youth sportscape were adapted from previously validated research and were supported through several focus group sessions with youth sport event directors.

Through use of structural equation modeling, youth sport consumer perceptions of the sportscape would be examined to test their effect on event satisfaction, and subsequently, desire to repeat visit and exhibit positive WOM. Results counter conventional wisdom that experiential assessments amongst parents and coaches hinge solely upon a child's, or team's, performance. For instance, parents' evaluation of the lodging experience and tournament format were the most prominent predictors of this segment's satisfaction. The hotel experience and format certainly have the potential to augment a family/team's 'sportcation' through proximity to destination attractions, and flexibility to experience attractions when away from the competition venue. This represents one of many findings, which reveal key touchpoints and organizational tactics directly and indirectly influencing goals spectators, event practitioners, and destination marketers hope to realize through youth sport.

Value from Youth Sport and Physical Activity Post-Pandemic: A Families' Perspective

Georgia Teare, University of Ottawa

Marijke Taks, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 5

Consumer Behavior

Thursday, June 2, 2022, 1:05 PM - 1:25 PM

The COVID-19 pandemic has altered the way families have been able to engage with youth sport and physical activity (SPA). For example, when government-mandated lockdowns were in place, families in large/medium communities (Statistics Canada, 2016) felt their opportunities for youth SPA were limited because of their lack of space at home and in their community, while families from small/rural communities (Statistics Canada, 2016) could engage in a variety of youth SPA activities because of their abundance of space at home and in their community (Teare & Taks 2021a,b). Moreover, with the restrictions placed on in-person participation, youth SPA shifted to be more informal, online/virtual, and/or practiced with modified rules (Teare & Taks, 2021a,b). These different ways of participating in youth SPA could have long-term impacts on youth SPA preferences for families. These potentially shifting preferences for youth SPA for families are presently unknown; if there is a shift in preferences, youth sport providers should be made aware so that they can adapt their program offerings appropriately.

This project is guided by Social Ecology Theory (Bronfenbrenner, 1977). According to the theory, individual behaviour is effected by the sociocultural and built environment at five socioecological levels (i.e., intrapersonal; interpersonal; institutional; community; and political; Bronfenbrenner, 1977). The consumer behaviour concept of the disconfirmation paradigm (i.e., if consumers' expectations are met or exceeded, they will be satisfied; Arnould & Price, 1993) supplements Social Ecology Theory to address the purpose of this presentation: to understand how families will seek value from youth SPA post-pandemic.

This presentation draws from the third stage of a larger exploratory mixed method collective case study; reporting the findings from a quantitative questionnaire distributed to parents in Ontario with dependent children aged six to 18 (Coté et al., 2007). The questionnaire asked parents about their family's youth SPA perceptions and behaviours before and during the COVID-19 pandemic, as well as how they anticipate they will participate post-pandemic. Additionally, informed by the first two stages of data collection (i.e., focus group interviews with families in Ontario; semi-structured interviews with youth sport providers in Ontario), parents were also asked to rate the value they attribute to a series of post-pandemic SPA scenarios (seven-point Likert scale; one is 'not valuable at all', seven is 'extremely valuable').

Questionnaire data were collected via Qualtrics' panel data in October 2021 (n=560; each representing one family). Data will be used to test the hypothesized structural equation model (two-step; Anderson & Gerbing, 1988), informed by theory and the findings from phase one and two of data collection. The model tests the influence of Socioecological factors on the change in youth SPA from pre- to during pandemic, and how SPA during the pandemic influences SPA intentions and perceptions of value post-pandemic.

This presentation will identify 1) how Ontarian families' youth SPA has been affected by the COVID-19 pandemic; and 2) how Ontarian families will seek value from youth SPA post-pandemic, thus informing how youth sport providers can adapt their program offerings to better satisfy existing, or new, consumers post-pandemic.

Analyzing Determinants and Educational Outcomes of Openness to Diversity Through Sports

Kibaek Kim, Korea Institute of Sport Science
Andrew Pickett, University of South Dakota
Xinya Liang, University of Arkansas

20-minute oral presentation (including questions)
Socio-Cultural
Socio-cultural 3

Diversity
Thursday, June 2, 2022, 1:05 PM - 1:25 PM

Studies consistently emphasize the importance of the diverse student experiences in fostering positive educational outcomes, such as higher grade point average (GPA) and retention (Bowman, 2009, 2010, 2014; Kilgo et al., 2015; Pascarella et al., 1996). However, group benefits to such experience are best realized when participants demonstrate openness to diversity and challenge (ODC) (Homan et al., 2017). As such, researchers have sought to understand antecedent conditions and strategies for increasing students' ODC, such as measuring the effects of awareness of White privilege (Ellison et al., 2019), collaborative and constructivist learning (Alt, 2017; Loes et al., 2018), and diversity-focused coursework (Goodman & Bowman, 2014) on students' ODC.

Diversity and inclusion have been important themes in sport management research, as sport has consistently been a highly visible space in which diversity issues have played out (Cunningham, 2019). Cunningham's (2019) research has highlighted the need for inclusive conditions to promote organizational outcomes (e.g., job performance, employee satisfaction). Other studies have examined the role of sport in creating inclusive communities (Lee & Funk, 2011) and on students' academic outcomes (Sung et al., 2015). However, to date, little has been done to examine whether sport participation is related to students' ODC.

This study examined the role of sport engagement (i.e., participation and fandom) in promoting ODC, and resultant effects on academic outcomes. Our hypothesized model suggested relationships between students' sport participation and fandom, respectively, with academic performance (i.e., GPA). We further hypothesized these relationships would be mediated by students' ODC.

Students (n=140) were recruited from sport management courses at two universities to complete an online survey. Measures included scale measures of sport fandom (SSIS-R; James et al., 2019) and ODC (Pascarella et al., 1996), as well as items related to sport participation and GPA. Hypotheses were tested using path analysis. Results suggested partial support for study hypotheses. Two paths showed significant effects: team identification had a negative direct effect on GPA (-.25, $p < .01$) and sport participation having a negative direct effect on ODC (-.20, $p < .05$).

Our results suggest sport fandom had no significant effect on students' ODC, while sport participation showed a negative effect. Given that our sample was drawn from predominantly white institutions in largely rural states, many participants' sport experiences (e.g., tailgating, intramural sports) likely occurred in non-diverse groups. However, these findings are consistent with prior research stressing constraints on sport participation for students from diverse backgrounds (Cho & Price, 2018) and the exclusive nature of sport and physical activity contexts (Pickett & Cunningham, 2017; Walton & Cohen, 2011). Interestingly, ODC was not related to sport management students' academic performance, but high college sport team identification was negatively related to GPA. That is, among our sample, sport fandom was not associated with more inclusive attitudes, but was related to poorer academic performance. Together, these results suggest the need for intentional inclusion efforts to ensure the benefits of diversity are realized in the context of sport participation and fandom in college settings.

The Influence of Servant Leadership on Athletic Performance: A Self-determination Theory Perspective

Sean Dahlin, Central Washington University

James Avey, Central Washington University

Brent Oja, West Virginia University

20-minute oral presentation (including questions)

Management

Management 6

Leadership

Thursday, June 2, 2022, 1:05 PM - 1:25 PM

The landscape of college athletics continues to evolve; however, what appears to be a constant is the continuous pressure on administrators, coaches, and athletes to perform and win (Sullivan, 2019). With this pressure, the leadership portrayed of administrators and coaches has been known to follow an autocratic “my way or the highway” mentality. Burton and Welty Peachey (2013) conversely made a call for a different leadership style: servant leadership. This theory’s core precept is related to the betterment and empowerment of the followers in serving them (Dahlin & Schroeder, 2021; Eva et al., 2019).

It is tenable a servant leadership style from athletic directors and coaches could be of benefit with a greater emphasis on the well-being and satisfaction of employees and student-athletes (Sullivan, 2019), such as with needs satisfaction and self-determination theory (Deci & Ryan, 2017). Therefore, the purpose of this study was to assess the relationship between servant leader and needs satisfaction perceptions among followers and performance outcomes in intercollegiate athletics.

In order to test this, hypotheses data were collected from one sample embedded in the intercollegiate athletics context, consisting of 176 athletic administrators’ (associate/assistant athletic directors, directors, etc.) perceptions of their athletic directors at the NCAA Division I level. In a multi-method time-lagged research design, participants completed the instrument for servant leadership and for autonomy, competency, and relatedness (ACR). Next, the research team used the listed school/program from the participants to match the individual data to the ranking results of the Director’s Cup.

Servant leadership was assessed with Liden and colleagues’ (2008) multidimensional servant leadership instrument ($\alpha = .97$). Autonomy ($\alpha = .67$), competency ($\alpha = .72$), and relatedness ($\alpha = .81$) are all components of intrinsic need satisfaction and were measured with Deci and colleagues’ (2001) instrument with mixed results on internal reliability. Finally, Athletic Unit Performance was measured by the NACDA’s Athletic Director Cup rankings. Results for the sample (athletic administrators as followers) displayed that servant leadership was positively related to autonomy ($r = .54, p < .01$), competency ($r = .48, p < .01$), and relatedness ($r = .40, p < .01$). Further, autonomy ($r = -.20, p < .01$), competency ($r = -.29, p < .01$), but not relatedness ($r = -.14, p < .06$) were related to athletic unit performance. Finally, competency ($b = .26, p < .01$) fully mediated the relationship between servant leadership and athletic unit performance.

Overall, results suggest a strong relationship between servant leadership and individual administrator psychological states. Thus, what sets apart the results in this study is that athletic directors that exhibit servant leadership behaviors are perceived as also prioritizing the well-being and satisfaction of their followers. This servant leadership perception could also be related to an intercollegiate athletic department’s athletic performance, such as with the mediation of competency (Deci & Ryan, 2017). Further information regarding additional implications and future research will be discussed in this presentation as well.

Cracking the Glass Ceiling One Post at a Time: Exploring the Determinants of Female Soccer Players' Instagram Popularity

Nataliya Bredikhina, Temple University

Thilo Kunkel, Temple University ADVISOR

Francesca Fumagalli, Temple University

20-minute oral presentation (including questions)

Communication

Communications 3

Social Media

Thursday, June 2, 2022, 1:05 PM - 1:25 PM

Social media helps female athletes build and monetize their personal brands, bypassing the inequitable traditional media coverage (Li et al., 2021). The size of their social media audience (i.e., followers) represents a key proxy for their personal brand (Su et al., 2020) and influences the value of sponsorship deals they can sign. In recent years, female soccer has grown across Europe, yet there is a lack of research on the factors that influence the social media following of female soccer players.

The current study addresses this gap by examining the determinants of female athlete brand popularity on Instagram. We recognize that athlete brands are positioned within the sport brand ecosystem (Kunkel & Biscaia, 2020) and are influenced by factors pertinent to their brand environment. As such, we explore several levels of influence on female athlete brands, including: 1) athlete self-branding activity, 2) team branding activity, and 3) market size.

The study draws on data collected from all female soccer players with a public Instagram account ($N = 1,399$) competing in five top European soccer leagues (France, Germany, Italy, Spain, and England). We collected metrics from player accounts and their last 12 posts (resulting in a total number of 16,397 posts). Additionally, we collected secondary data on the age of players, position on the field, competition experience on national teams, and whether their team had a team-specific account or shared it with the men's team. Finally, we collected the population size of countries athletes represent and dummy-coded the leagues.

After cutting outliers, we tested the effects of athlete activity, team branding, and market factors on the log-transformed number of athlete followers using a four-step hierarchical multiple regression, where we sequentially added 1) control variables (age, position, national team experience), 2) athlete branding-related variables (posting frequency, verification status, engagement metrics), 3) team branding-related variables (followers and own/shared account), and 4) market factors (market size and league). Comparison of sums of squares between the models using ANOVA revealed a significant increase in variance explained in the dependent variable at each step. The final model explained 74.3% of the variance in the dependent variable.

Theoretically, the results show that female athletes' Instagram popularity is a function of their self-branding activities as well as team and market influences. At the athlete-level, verification status, average likes received, and frequency of posting were predictors of audience size. This shows athletes need to be active on their accounts and seek legitimacy through verification status to strengthen their brands (c.f. Na et al., 2020). At the team level, the number of followers and having a team-specific account rather than sharing it with the men's team were predictors of audience size, supporting propositions within the sport brand ecosystem (Kunkel & Biscaia, 2020). Further, being part of a larger 'in-group' (i.e. nation with a greater population) led to a larger Instagram audience. This indicates athletes should prioritize joining teams with large social media audiences who prioritize building female-specific social media accounts instead of having joint accounts with men's teams.

The marketing and outcomes of NBA FIT

W. Andrew Czekanski, Western Kentucky University

20-minute oral presentation (including questions)

Marketing

Marketing 6

Corporate Social Responsibility

Thursday, June 2, 2022, 1:05 PM - 1:25 PM

The topic of marketing social good was first discussed academically by Wiebe (1951) who argued social activists should use media in the same manner as traditional corporations to promote citizen responsibility. In 1960, Sandage added that marketing could be used to not only inform and persuade individuals to buy a product but also to get them involved in social activities that better their community. Kotler and Zaltman (1971) termed this social marketing (SM).

Concurrent with the development of SM was corporate social responsibility (CSR). As Carroll (1999) recounted, the topic of CSR was first discussed academically in Bowen's 1953 work which claimed the actions of businesses affected citizens such that businesses should act to achieve and promote the objectives and values of society at large.

As both SM and CSR gained favor, scholars united the theories creating a "conceptualization of CSR that emphasizes the potential contribution of marketing expertise" (Maignan & Ferrell, 2004, p. 5). The fusion of constructs linked the various initiatives companies engaged in to benefit their stakeholders with the marketing practices employed to induce individuals to partake in activities that would benefit society (Maignan & Ferrell, 2004). Thus, the idea of corporate social marketing (CSM) was born.

Within sport few scholars have studied SM or CSM (Pharr & Lough, 2012). Pharr and Lough (2010) first defined SM in comparison to commercial and cause-related marketing noting in sports "social marketing is focused on changing behaviors of an individual or society to improve... wellbeing" (Pharr & Lough, 2010, p. 3). Inoue and Kent (2011) applied this conceptualization and examined CSM initiatives of two professional sport teams finding CSM positively influenced the behavior of consumers. In 2014 they expanded their work and provided a conceptual framework for CSM. They proposed three factors (i.e., corporate attributes, CSM attributes, and cause attributes) effect intended behavior and customer loyalty through the mediator of CSM credibility.

The goal of this study was to answer Inoue and Kent's (2014) call for scholars to test their proposed framework and increase our understanding of CSM in sport. Thus, the study analyzed the following hypotheses and corresponding model:

- H1 & 2: Cause and CSM attributes have significant positive impacts on CSM credibility.
- H3: CSM credibility has a significant positive impact on intended behavior.

To test the proposed model the NBA FIT program was examined. NBA FIT "is the (NBA's) comprehensive health and wellness program that encourages physical activity, mental wellbeing and healthy living" (Programs, 2021, para. 6). To measure the model's variables (e.g., cause attributes, CSM attributes, etc.) past instruments (e.g., Inoue & Kent, 2011) were adapted to fit the context of the study and reflect NBA FIT's program initiatives. Responses were gathered using MTurk. As data collection is underway, analysis has yet to be performed. However, once completed, SPSS software will be utilized for initial analysis followed by LISREL which will be employed to test the proposed hypotheses/model. In the end, this presentation will discuss the model in-depth and provide scholars and practitioners suggestions for how to apply and expand upon the findings.

Spillover Effects From Macro-Economic Factors to a Critical Mass of Women in the Boardroom of Sport Governing Bodies

Lara Lesch, Bielefeld University, Department of Sports Science

Pamela Wicker, Bielefeld University, Department of Sports Science

Shannon Kerwin, Brock University, Department of Sport Management ADVISOR

20-minute oral presentation (including questions)

Management

Management 5

Leadership

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

In German sport governing bodies, 50% of the boards are uniform male or have less than 20% women members (Lesch et al., 2021). Based on critical mass theory (Kanter, 1977), a share of at least 30% or three women on the board is required to influence board activities and for the organization to take advantage of the benefits of gender diverse decision-making units (Joecks et al., 2013). According to a multi-level approach (Bronfenbrenner, 1977), not only individual characteristics determine whether someone enters the boardroom but also the environment (Cunningham, 2019). Previous studies examined the role of institutional welfare (Tyrowicz et al., 2020), cultural stereotypes about leadership, and family responsibilities (Terjesen et al., 2009) as barriers for women labor market participation and women leadership, which also emerged in sport (Sartore & Cunningham, 2007). Spillover effects from the macro-economic environment on board gender diversity were reported in the corporate sector (Adams & Kirchmaier, 2013). Higher education and experiences in the labor market are essential requirements to reach leadership positions. Women are better educated than men, since they are more often enrolled in higher educational institutions (World Economic Forum, 2021). Nevertheless, women are underrepresented in the labor market in general and in leadership positions in politics, general business, and sport organizations (EIGE, 2017). This study addresses potential spillover effects from economic macro-level factors at the state level to the gender composition of sport boards. The main research question is: How do economic state-level factors affect a critical mass of women on the boards of sport governing bodies?

The research question is analyzed using a dataset of national and state sport governing bodies in Germany. Secondary data include organizational-level data (n=930) with the gender composition of the board, memberships, and the state of headquarters. Critical mass is measured with dummy variables capturing the number (at least 1, 2, 3) and the share (at least 30%) of women on the board. These data are enriched by state-level data with macro-economic factors including educational levels and labor market participation of women and men, gender wage gap, and birthrates in each of the 16 German states. On average, 78.4% of the sport governing bodies have at least one woman on the board. One quarter (24.0%) of sport boards just passed the threshold for a critical mass of at least 30% women. The logistic regression models indicate that the share of women with tertiary education has a significant positive effect on the likelihood of at least two or three women on the board. Additionally, the total share of full-time labor market participation has a significant positive effect on the likelihood of at least 30% women and at least two women, while the share of women's full-time employment is positively associated with a critical mass of 30%. The results suggest that achieving a critical mass of women on the board is influenced by characteristics of the region. This study contributes to the body of research examining macro-economic factors affecting the board gender composition of sport governing bodies.

Promoting Wheelchair Tennis: Perspectives from Team USA

Michael Cottingham, University of Houston

Tiao Hu, University of Houston

Dote Williams, University of Houston

Don Lee, University of Houston

Joyce Olushola Ogunrinde, University of Houston

20-minute oral presentation (including questions)

Marketing

Marketing 5

Diversity

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

Disability sport marketing research has become more robust by utilizing tested consumer behavior scales (Cottingham et al., 2004; Yamashita, & Muneda, 2019), experimental design exploring perceptions of disability sport (Chatfield & Cottingham, 2017; Wann & Cottingham, 2015), branding of Paralympic sport (Basurto, 2018; Misner et al., 2013) and examinations of funding procurement and strategies (Cottingham et al., 2017; Siegfried et al., 2021). While we have a greater understanding of how disability sport is and could be marketed more effectively, we lack data regarding the athletes' perspectives. Their views on sport branding, how they believe they are and want to be promoted have only been tangentially explored in two studies (Hardin & Hardin, 2003; Hargreaves & Hardin, 2009), which found that athletes were uncomfortable with their objectification through media and marketing. Researchers and practitioners have demonstrated the necessity of including the perspectives of women and athletes of color for sport marketing (Carter- Francique & Richardson, 2016). Likewise, efforts to promote disability sport must include the views of athletes with disabilities.

Thus, the purpose of this research is to explore professional wheelchair tennis players' perspectives on how they are and want to be promoted. The context of wheelchair tennis was selected for two reasons. First, it is the most professionalized disability sport, with the potential for athletes to earn a viable living from prize money. Second, the athletes focus on their own brand while observing how the governing bodies and individual tournaments promote their sport. Two research questions were identified for this study:

RQ1: How do wheelchair tennis players believe they are promoted and perceived?

RQ2: What strategies do wheelchair tennis players believe should be utilized to promote their sport?

This research was conducted with support and coordination of the United States Tennis Association (USTA). The sample consisted of 10 professional wheelchair tennis players who competed for Team USA in the last six years. The total pool of players who met inclusion criteria for the study was only 15. Semi-structured interviews were conducted using questions created by two authors who reviewed relevant research on marketing in disability sport. Probing questions were used to allow for more authentic expression and to explore themes not identified in the literature (Creswell, 2012). Member checking was conducted by allowing participants to review their transcribed interviews and make modifications for clarity and accuracy. Open and axial coding was used to identify themes from the literature and emerging themes from the participants' lived experiences with a focus on dominant ideologies shaping the purpose and promotion and marginalization of their sport (Lynch & Hill, 2020).

Four themes emerged: (1) frustration but understanding with the use of inspirational tropes, (2) the gap between international and professionalism in disability sport promotions, (3) the benefits of event integration and need for furthering this trend, and (4) considerations for improvement of quality and frequency of media coverage. Findings as well as practical implications for the USTA and the United States Olympic and Paralympic Committee will be presented in depth.

Intercollegiate Sport Spectatorship: A Model of Team Identification, Social Support, and Acculturation Among International Students

Kibaek Kim, Korea Institute of Sport Science

Sarah Stokowski, Clemson University

Ali Fridley, University of Southern Mississippi

Jinwook Han, Kyung Hee University

Minsoo Kim, Korea Institute of Sport Science

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 3

Diversity

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

There are more than one million international students (5% of the total college student population) studying at institutions of higher learning in the United States (IIE, 2020). Studies (Mukminin, 2019; Tang et al., 2018; Xing & Bolden, 2019) have demonstrated the difficulties international students often experience adapting to a new environment. However, the literature noted the critical role social support played in lessening the acculturative stress of international students (Luo et al., 2019; Ra & Trusty, 2017; Sullivan & Kashubeck-West, 2015). Sport spectatorship has been shown to increase sports fans' sense of community and social capital (Clopton & Finch, 2011; Sung et al., 2015; Warner & Dixon, 2013). Yet, such a phenomenon has not been investigated among the international student population. Informed by Berry's (1997) acculturation theory, which has been widely used to explain how international students react to the stress they experience from the adjustment process, this study analyzed the mediating effect of social support between international students' intercollegiate sport team identification and acculturation.

International students (n=487) at National Collegiate Athletic Association (NCAA) - Power 5 institutions responded to an online survey consisted of four scales: Spectator Sport Identification Scale-Revised (SSIS-R; James et al., 2019), Social Capital Assessment Tool (SCAT; Krishna & Shrader, 1999), Sense of Community Scale (Davidson & Cotter, 1986), and Acculturation and Resiliency Scale (AARS; Khawaja et al., 2014). This study developed a hypothesized model to test the following research hypothesis: a significant mediating effect exists in international students' sense of community and social capital between intercollegiate sports team identification and acculturation. As such, a path analysis technique was utilized to test the research hypothesis, which was supported by the hypothesized model ($\chi^2/df = 1.43$; RMSEA = .03; SRMR = .01; CFI = 1.00; TLI = .98). The model showed mediating effects of international students' sense of community and social capital on campus through team identification on their acculturation.

The results were supported by previous studies that showed college sport team identification could lead to a positive sense of community (Sung et al., 2015; Warner & Dixon, 2013) and social capital (Clopton & Finch, 2011). Moreover, the present study demonstrated that social support reflected by a sense of community and social capital can lead to less acculturative stress among international students. More specifically, according to our result, intercollegiate sport teams provide international students opportunities to develop bonding and bridging social capital (Putnam, 2000), which can help lessen this population's stress from the acculturation process (Tatarko et al., 2020). Therefore, international student offices and athletic departments can utilize this information to assist in this sub-population of students' adjustment to campus life.

**Examining the Olympic legacy on host communities:
the trickle-down effect on sport participation and support behaviors**

Tiago Ribeiro, University of Lisbon

Thiago Santos, University of Lisbon

Abel Correia, University of Lisbon

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 3

Other

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

One of the most important International Olympic Committee roles as defined in the Olympic Charter is to promote a positive legacy from the Olympic Games to the host cities and countries (IOC, 2011). A sustainable legacy serves as a catalyst in the trickle-down effect by not only providing local communities with more public spaces for active sport participation (Ramchandani et al., 2019), but also facilitating the decision to host future sport events (Schnitzer et al., 2019). Previous studies noted that residents support the event in their regions if they perceived potential gains for the local community (Pappas, 2014; Ma & Kaplanidou, 2017). However, there is a paucity of evidence to support the notion that the Olympics lead to increased participation in physical and sporting activities in the host country. In addition, recent studies found a decrease of Olympic legacy perceptions over the years by host citizens in Olympic cities (Rocha, 2020; Zouain et al., 2019). Thus, this study aims to explore and describe the structural relationships among (a) perceptions of Olympic legacy, (b) sport participation in the community, and (c) resident support towards future events.

A field study was conducted in Rio de Janeiro five years post-Games, and data were collected from local residents who lived in the Olympic city using an online questionnaire (n=400). A confirmatory factor analysis (CFA) analyzed the psychometric properties of the constructs, and a subsequent structural equation model (SEM) examined the relationships between the constructs.

The hypothesized structural model demonstrated a good fit to the data [$\chi^2(129) = 327.55 (p < .01)$, $\chi^2/df = 2.53$, CFI = .95, GFI = .90, TLI = .94, RMSEA = .06]. The results indicated that Olympic legacy outcomes showed a significant and positive effect on community sport participation ($\beta = .89, p < .01$) and on support for future events ($\beta = .81, p < .01$). The alternative mediated model also evidenced a good fit to the data [$\chi^2(128) = 322.16 (p < .01)$, $\chi^2/df = 2.51$, CFI = .95, GFI = .90, TLI = .94, RMSEA = .06] and indicated that Olympic legacy had a significant direct effect toward support [OL → CSP, $\beta = 0.492, 95\% \text{ bootstrap CI } (0.148 \text{ to } 0.840), Z = 3.25, p < 0.01$] through the sport participation in the community.

Findings revealed that the Olympic legacy can positively influence sport participation in the community and its support for future events. In addition, the findings also confirmed the predictive power of the community sport participation on the support behaviors, suggesting its inclusion in future models. Considering that the Olympic legacy is an important issue that affects the host city resident's quality of life (Ma & Kaplanidou, 2017), this study represents an important step by clarifying its social effects on sport participation and on resident support behaviors.

How NCAA Division I FBS Hiring Practices Are Impacted by Unconscious Bias and Proximity Effect

Chris Hanna, Georgia Southern University
Chris Barnhill, Georgia Southern University
Ella Monsey, Georgia Southern University

20-minute oral presentation (including questions)
Management
Management 6

Human Resource Management
Thursday, June 2, 2022, 1:30 PM - 1:50 PM

Given the important role intercollegiate athletics personnel play in the success of the intercollegiate athletics program, the intercollegiate athletics teams, and the student-athletes that comprise those teams, these hiring decisions are of critical importance. An Ohio University article analyzed the seven essential traits of an athletic director and deemed putting the proper personnel in the correct positions to be the most essential athletic director trait (“7 Essential Traits,” 2020). The academic literature indicates a variety of biases can play an important role in influencing these hiring decisions in sport and other fields - such as unconscious bias (Collins, 2007; Rice & Barth, 2016; Woolf & Dixon, 2012) and proximity effect (Hadlock & Pierce, 2021). These biases can result in a change of candidate scoring (Rivera, 2012) that leads to less than desirable results. These biases often occur with hirings tied to race (Collins, 2007; Rivera, 2012), gender (Rice & Barth, 2016), and university ties (Hadlock & Pierce, 2021). The purpose of this paper is to examine varying hiring practices of NCAA FBS schools to assess their utilization of proper hiring procedures.

The NCAA created a workbook for new Division III athletic directors in which it specifically suggested that athletic directors should keep their own personal lists of candidates for specific positions (“NCAA Division III,” 2021). This type of one-person hiring influence leaves an organization open to hiring biases which can limit the organization’s potential. Specifically, this type of hiring has generated concerns that NCAA athletic directors may avoid Equal Employment Opportunity Commission practices that are followed by the rest of the university when hiring key coaches - resulting in biases that limit people based on race and gender (Zotos, n.d.).

A survey was sent via email to NCAA Division I Football Bowl Subdivision athletic department employees exploring perceptions of items pertaining to department biases, equity of opportunity, and hiring practices at their institution. A usable sample n of 267 NCAA Division I athletic department employees was obtained with 214 (80.1%) identifying as management or administrative employees and 53 (19.9%) coaches. In terms of demographics, 139 (52.1%) identified as male and 126 (47.2%) females; 195 (73.0%) respondents identified as White, compared to 72 (27.0%) who identified as a person of color. Independent samples t-tests and ANOVA were conducted to determine if various groups had different perceptions of 54 unique items. Analyses indicated that perceptions of departmental biases, equity of opportunity, and hiring practices are significantly dependent on employees’ position within the athletic department, gender identification, and racial identification. Specifically, respondents in coaching positions, male employees, and White employees were less likely to perceive institutional biases or hiring practices that could negatively affect other groups. Detailed findings and recommendations to eliminate bias will be discussed.

The Impact of Actor Embeddedness on Digital Engagement Platforms in Sport Marketing: An Experimental Study on Actor Engagement Behavior

Pascal Stegmann, University of Bern

Norm O'Reilly, University of Maine

Tim Ströbel, University of Bayreuth

20-minute oral presentation (including questions)

Marketing

Marketing 6

Consumer Behavior

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

In today's era of digital transformation, sport managers are confronted with a myriad of physical and digital engagement platforms, which can be used to promote engagement within their network of stakeholders (Alexander et al., 2018). These platforms differ in terms of their social context (Edvardsson et al., 2011), which means that the benefits resulting from engagement may differ for distinct platforms (Horbel et al., 2016). Although current research has identified differences on various engagement platforms, it still remains unclear how exactly the social context differs and how different social contexts affect engagement behavior. Accordingly, the purpose of this study is to examine the impact of actor embeddedness on actor engagement behavior within the specific social context of a digital engagement platform in sport marketing.

Therefore, the present study connects actor engagement (Alexander et al., 2018) and social capital theory (Lin, 2001) in sport marketing. Actor engagement behavior describes all non-transactional and voluntary behavior of actors within a network and towards a focal brand (e.g., a sport club). To understand how actor engagement behavior varies among a diversified set of engagement platforms, we refer to three dimensions of actor embeddedness to describe social context (Laud et al., 2015). First, structural embeddedness describes the total number of relationships an actor possesses within his/her network, which can be interpreted as the quantitative strength of embeddedness (Laud et al., 2015). Second, relational embeddedness describes the quality of social relations across stronger and weaker ties (Granovetter, 1992). The relational dimension describes the potential and the quality within the network of actors. Finally, cultural embeddedness describes the structures created by institutions within an actor network, whereby these emerging rules and norms are reflected in shared understandings and typical forms of behavior within a network of actors, i.e. practices (Schau et al., 2009).

The study consists of six scenario-based experimental studies applying a between subject research design by investigating highly identified sport club fans. For study one to three, we use two-factorial designs while manipulating the three dimensions of embeddedness separately to test its effects on fans' likelihood of performing actor engagement on a specific digital engagement platform (Roy et al., 2018), while controlling for covariates (e.g., team identification). For study four to six, we intend to carry out combinations among the three dimensions of embeddedness to test for interaction effects. Data collection will start in November 2021 and results will be presented at the conference.

From the experimental studies, we expect that high levels of structural, relational and cultural embeddedness foster actors' likelihood in demonstrating forms of engagement behaviors involving a network of actors on the platform. Contrary, lower levels among the three dimensions might foster engagement behavior within dyadic relationships (e.g., fan-club). The results of the study inform current actor engagement research on how the social context of engagement platforms influences engagement behavior. The study supports sport marketing practice with knowledge on how engagement within their network of actors could be fostered to increase identification, loyalty and brand value.

**A retrospective study on social media usage, physical activity,
and mental health during the COVID-19 lockdown: US adult age groups**

Amy Chan Hyung Kim, Florida State University

James Du, Florida State University

Damon Andrew, Florida State University

20-minute oral presentation (including questions)

Communication

Communications 3

Social Media

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

A review of the existing literature indicated mixed results when evaluating the capacity of social media in combating sedentary lifestyles and the associated mental health issues. Previous randomized controlled trials suggested that social media channels, benefiting from its built-in functionalities of extensive networks, peer influences, and emotional support, represent promising interventional platforms for promoting physical activity (Cavallo et al., 2012; Maher et al., 2014; Zhang et al., 2015). On the other hand, a proliferation of problematic social media usage was associated with a declining practice of active lifestyles in compliance with the recommended physical activity guideline in youth population (Rahi, 2015; Shansa et al., 2017; Worsley et al., 2018).

The social and physical distancing measures implemented due to the COVID-19 pandemic have known to impact mental health negatively resulted from decreased physical activity and increased social isolation (Norbury et al., 2020). However, it is still unclear how (un)changes in social media usage relates to changes in one's physical activity levels and mental health issue during the COVID-19 pandemic era. To fill this gap, the purpose of this study is to investigate how changes in social media usage predict changes in one's depressive symptoms while examining the mediating effects of physical activity levels among young adults, middle-aged adults, and older adults before and after the COVID-19 lockdown in the United States. A total of 695 participants were recruited via MTurk in the first week of June of 2020. The present study adopted three previously validated measures to assess social media usage (frequency and time; Shensa et al., 2018), social media intensity (Ellison et al., 2007), and problematic social media use (Andreassen et al., 2012).

The findings of Bayesian analysis presented that the changes in social media intensity ($\beta \leq 0.122$, $p = .015$, 95% CI [.038, 0.201]) and problematic social media usage ($\beta \leq 0.244$, $p < .001$, 95% CI [0.164, 0.331]) significantly and positively associated with changes in depressive symptoms, and moderate and vigorous physical activity levels mediate the relationship ($\beta \leq .022$, $p = .049$, 95% CI [.008, 0.050]). In other words, moderate and vigorous physical activity such as sport participation could mitigate the adverse effect of increased depressive symptoms resulted from increased social media engagement and addicted social media behaviors. Furthermore, the results of multi-group analysis suggested that the younger generation (age 18 - 39) was more prone and susceptible ($\beta \leq 0.232$, $p = .049$) to being trapped by addicted social media behaviors and increased depressive symptoms compared with middle-aged or older counterparts.

Our results highlight the need for a transformative interdisciplinary inquiry to explore how to make positive progress for more equitable care for health disparities and population well-being through the benevolent application of social media, real-time monitoring of epidemiology data, and evidence-based knowledge and public health policies.

Discussions on how future studies might benefit from natural experiments (Imbens & Rubin, 2015), randomized interventional designs, and related methodological frameworks (Angrist & Pischke, 2009) to enhance the robustness of causal estimation of social media usage on mental health through sport participation will be provided.

Understanding the Student-Athlete Experience at the Olympic Games: A Pre-Post Test

Grace Kazmierski, University of South Carolina

Khalid Ballouli, University of South Carolina ADVISOR

20-minute oral presentation (including questions)

Sport Development

Sport Development 3

Sport Development

Thursday, June 2, 2022, 1:30 PM - 1:50 PM

The modern Olympic Games, held every four years, offer the best athletes from every corner of the world to compete for the coveted title of Olympic Champion and the opportunity for millions of people to cheer for their home country's athletes. Nearly 9% (1,018 out of 11,384) of the athletes who competed at the 2016 Olympic Games in Rio de Janeiro were incoming, current, or former NCAA athletes (Martinez, 2016). Of those athletes, 168 were concurrently student-athletes who competed for their country in the Games then returned to the U.S. to compete for their university (Settimi, 2016). Athletes who compete at both the Olympic and collegiate level are influenced by a multitude of social, psychological, physical, and organizational factors (Gould, Guinan, Greenleaf, Medbery, & Peterson, 1999; Paule & Gilson, 2010). Olympians who double as college athletes compete on the biggest stage during a crucial time of identity development, transitioning from adolescence to adulthood (Chickering & Reisser, 1993). Considering how student-athlete-Olympians' identity changes as a result of attending the Olympic Games is imperative in understanding how competing in the Olympic Games impacts student-athletes.

Student-athlete-Olympians must balance three roles as a student at their university, an athlete competing for their collegiate team, and an Olympian representing their home country at the highest level of competition. In addition to their role as an Olympian, the dual role of student-athletes creates unique benefits and challenges for full time students to also balance hours of practice time (Paule & Gilson, 2010; Wilson & Pritchard, 2005; Parham, 1993). In addition to these benefits and challenges, student-athletes may experience role engulfment as a result of complete socialization into their role as an athlete and, therefore, identify more as an athlete than a student while they are expected to maintain both identities (Adler & Adler, 1991; Potuto & O'Hanlon, 2007).

As identity is both intrinsic and extrinsic, student-athlete-Olympians occupy a unique triple role that helps shape their identity. Considering how student-athletes' social identities change when they go from student-athlete, to Olympian, back to student-athlete is essential in understanding the impact of competing in the Olympic Games on student-athletes. Social identities, such as national identity, team identity, and athlete identity, have been applied to the field of sport, but never examined in relation to the unique triple role of student-athlete-Olympians (Alferman, Stambulova, & Zemaityte, 2004; Heere & James, 2007; Yopyk & Prentice, 2005). The purpose of this study was to examine the changes in student-athlete-Olympians' national identity, team identity, and athlete identity after competing in the 2020 Tokyo Olympic Games.

Employing the use of a pre-post test, the authors surveyed a total of 84 student-athlete-Olympians before and after the 2021 Olympic Games to assess a baseline level of the aforementioned constructs (pre-test) and changes that might have occurred following the Games due to their participation (post-test). Findings show that athletes had stronger national identity following the Games, but lower team identity as it related to their university team. Findings related to changes in athlete identity were mixed depending on if the athlete's sport was professional in nature.

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COVID-19, innovation, and the sport-for-development and peace sector: Conceptualizing an entrepreneurial mindset for the future of the field

Justin Robar, Western University

Mitchell McSweeney, University of British Columbia

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 1

Other

Thursday, June 2, 2022, 1:55 PM - 2:15 PM

On March 11th, 2020, the World Health Organization declared COVID-19 a pandemic, leading to various national and regional lockdowns and physical distancing guidelines. These guidelines impacted numerous industries including the sport industry, and for the focus of this presentation, the sport-for-development and peace (SDP) sector (Dixon et al., 2021; Grix et al., 2021). SDP programs were halted in many communities, with some organizations creating novel ways to resume programming via online or virtual forms of delivery (Donnelly et al., 2020). At the same time that innovation in the SDP sector has been spurred by the COVID-19 pandemic, researchers have highlighted that SDP organizations exist within a field that is resource-constrained (Cohen et al., 2020; Welty Peachey et al. 2021). Due to this, scholarly work on innovation and entrepreneurship in SDP has increased in recent years (e.g., McSweeney et al., 2021; Svensson, 2017; Svensson & Mahoney, 2020).

Despite increased attention on entrepreneurship and innovation in SDP, and the still developing impacts of COVID-19 on the already resource-constrained sector, there remains a need to further understand how entrepreneurship and innovation may be taken up, applied, and utilized by organizations and practitioners (Shin, Cohen, & Welty Peachey, 2020; Svensson, Andersson, & Faulk, 2020). Indeed, a United Nations report, 'Recovering better: Sport for development and peace', notes that innovation stimulated by COVID-19 will be crucial not only to recover from the global pandemic, but also for the future of the SDP sector. In order for organizations to be alert, ready and adaptable to organizational shocks, applying an entrepreneurial mindset may be beneficial. Based on these trends and the impact of COVID-19 on SDP, the purpose of this presentation is to introduce the concept of entrepreneurial mindset and discuss its importance for SDP organizations and management.

Entrepreneurial mindset can be defined as "a growth-oriented perspective through which individuals promote flexibility, creativity, continuous innovation, and renewal" (Ireland et al., 2003, p. 968). In this presentation, we first review relevant literature in the areas of: (1) organizational effectiveness and strategy in nonprofit organizations; (2) social entrepreneurship and innovation in SDP; and (3) the impact of the COVID-19 pandemic on SDP. Following this, we offer an overview of the core components of an entrepreneurial mindset, including recognizing entrepreneurial opportunities, entrepreneurial alertness, real options logic, entrepreneurial framework, opportunity register, and timing (Ireland et al., 2003). We articulate and apply such components to the SDP sector by highlighting examples of the ways in which SDP organizations have responded to COVID-19 and how an entrepreneurial mindset may be operationalized by SDP organizations and management.

The presentation concludes by emphasizing how the concept of entrepreneurial mindset will build on and advance theoretical insights into the entrepreneurial work of SDP organizations (Svensson & Cohen, 2020; Svensson et al., 2020) and respond to calls for research into the intersections of entrepreneurship and non-profit firms (Morris, Webb, & Franklin, 2011). Practical implications for the field of SDP, such as enabling a more professional entrepreneurial mindset for SDP practitioners (Shin et al., 2020), are outlined.

Quid Ethics in Gymnastics?

Cleo Schyvinck, Ghent University

Felien Laureys, Ghent University

20-minute oral presentation (including questions)

Management

Management 5

Ethics

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Literature review

Athlete wellbeing and safety is of central importance to the field of sport management (Kavanagh et al., 2020; Kerr & Kerr, 2020). Recent cases in elite gymnastics around the world have raised questions about the (un)ethical culture, as well as on the normalization of abuse in this and other sports. Specifically gymnastics is perhaps extra vulnerable to abuse, since there is often-required physical contact, participation at an early age, and a culture of authoritarian leadership (Alexander et al., 2011).

Fostering healthier sport environments has therefore mounted on the agenda of sport managers and scholars alike. The increased scientific interest has resulted in a clear conceptualization of the different types of abuse, i.e., emotional, physical, and sexual abuse. Empirical research, however, is mostly limited to the latter category (Brackenridge, 2010; Kirby et al., 2000). This study focuses on emotional and physical abuse and thereby builds on the few - mostly qualitative - existing studies (Stafford & Fry, 2013; Stirling et al., 2011; Stirling & Kerr, 2013).

Purpose of the study

The main objective is to assess the prevalence of self-reported emotional and physical abuse in gymnastics in Belgium, while also considering differences by discipline, competition level, and gender. A second objective is to explore potentially risk-increasing psychological and managerial factors. With regards to the psychological variables, we look at how athlete self-esteem (Bowers et al., 2010; Rosenberg, 1965), competitive anxiety (Cox et al., 2003; Smith et al., 2006), and perfectionism (Boone et al., 2014; Frost et al., 1990) influence the perceptions of abuse. In terms of managerial variables, we explore how the leadership style of the coach (Bartholomew et al., 2011) and the ethical climate in the club (Arnaud, 2006, 2010; Rest, 1984) are related to perceptions of abuse.

Method

We launched a large-scale prevalence study on abuse of gymnasts in Belgium. Using a dedicated online questionnaire, over 2500 gymnasts aged 14-30 years old, prescreened on participating or having participated in (semi-)elite competitions in the five main disciplines, are surveyed with respect to their experiences with emotional and physical abuse while conducting their sport. Access to the target group was facilitated by the Gymnastics Federation. Descriptive statistics, MANOVA's and hierarchical regressions will be used to analyze prevalence and explain variances. To assess the influence of certain variables on abuse, multiple regressions and moderator analysis will be conducted.

Results and discussion

The survey was tested in September (n=21), launched in October 2021, and will run until mid-December. Results will be shared and discussed at the NASSM conference.

Implications

Recent shocking revelations of abuse worldwide indicate the need for more athlete welfare policies and procedures at the macro level, ethical codes and codes of conduct at the mesolevel, and educational programs at the microlevel. Prevalence surveys, like ours, using standardized and internationally validated instruments will provide learnings on all levels for governments, federations, and club managers to start building these tools from, and as such, improve safeguarding of athletes in gymnastics and beyond.

eSports Consumer Interest and Emotion: An Examination of Real-time Spectator Comments on Live Streaming eSports Games

Wenche Wang, University of Michigan

Jiajia Fan, University of Michigan

20-minute oral presentation (including questions)

Marketing

Marketing 5

Consumer Behavior

Thursday, June 2, 2022, 1:55 PM - 2:15 PM

Despite the rising popularity of eSports, the research in eSports is still in its infancy. Existing studies have focused on understanding the motives of eSports spectators. In general, eSports fans share similar motives as traditional sport fans, such as knowledge acquisition, novelty, aggressiveness (Hamari & Sjöblom, 2017), drama, athlete skills, social opportunities (Pizzo et al., 2018), as well as skill improvement and vicarious sensation (Qian, Zhang, Wang, & Hulland, 2020). Research on online eSports consumers also reveals their unique demand for chat room and their consideration of streamer traits, stream quality, and virtual rewards (Qian, Wang, Zhang, & Lu, 2020). As such, a recent paper proposes understanding eSports viewers using the theory of attention economy where eSports live streamers compete for viewers' attention (Watanabe et al., 2021).

In this study, sourcing data from Douyu.com, a popular eSports live streaming website in China, we analyze the real-time spectator comments of the 2021 Spring season games of two professional eSports leagues, King Pro League (KPL) and CrossFire Pro-League (CFPL). KPL and CFPL are the top-level Chinese professional leagues of Honor of Kings, a multiplayer online battle arena game, and CrossFire, a first-person shooter game, respectively. Real-time comments are posted in the form of bullet-screen ("DanMu" in Chinese or "Danmaku" in Japanese). Compare to a scrolling list of live comments in live streaming services such as MLB TV and Twitch, bullet-screen overlays real-time comments on the screen. Thus, bullet-screen not only allows viewers to express their live emotions and opinions, it also creates a co-viewing experience where viewers feel as if they are watching with other peers (Chen et al., 2015; Fang et al., 2018). Additionally, unlike scrolling lists of live chats that display usernames, bullet-screen comments appear on the video anonymously. Therefore, viewers may feel more comfortable voicing their true opinion during the game.

Using the method of digital ethnography, we assess eSports viewers' team identification through analyzing the words and expressions in the bullet-screen comments (Delia, 2017; Wegner et al., 2020). We conduct a content analysis to derive the topics discussed in the real-time comments and perform sentiment analysis to understand the emotional change of spectators during the games. Comparing the behavioral difference reflected in the comments between eSports fans and casual viewers, we aim to understand how different aspects of eSports games draw the attention of causal live streaming viewers and eSports fans. Furthermore, through studying the difference in spectator interests and emotions between the two games, we explore the link between the nature of an eSports game and the intensity of viewer emotions.

This study advances the existing literature by examining live streaming viewers' real-time comments, rather than survey responses, to reveal eSports consumers' spontaneous feeling and focus of attention when watching the game. The new insights into eSports consumer behavior will provide important implications for eSports organizations and live streaming services to design marketing strategies to target different types of spectators and design effective communication tools to keep spectators engaged.

The Dark Side of National Team Identity: Ethnocentrism and Xenophobia

Fei Gao, Coastal Carolina University

Bob Heere, University of North Texas ADVISOR

Yongjin Hwang, University of South Carolina

Khalid Ballouli, University of South Carolina

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 3

Community

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The positive effects of team identity, such as increased consumer behavior (Heere et al. 2011), increased loyalty (Bodet et al. 2011), group cohesion (Murrell & Gaertner, 1992), and positive mental health (Branscombe & Wann, 1991) are well known. Yet, with a few notable exceptions (Wann, 1993; Wakefield & Wann, 2006; and Golec de Zavala et al., 2013), less is known about the negative effects of team identity, particularly the potential for hostility towards the out-group, despite the fact that this was initially at the heart of social identity theory (Tajfel & Turner, 1979). Therefore, we examined such potential negative outcomes in the context of national team sports and studied the effect of national team identity on ethnocentrism (in-group biases) and xenophobia (out-group hostility). A deeper understanding of those potential negative outcomes is important for those non-profit and/or (non-) governmental agencies who justify their investment in elite sports because they believe these investments lead to increased sense of belonging, pride and identity with their nations. While we do not negate these outcomes, the authors believe this narrow focus ignores the dark side of these investments.

The research design for this study was a structural equation model testing relationships between national team identity, national identity, ethnocentrism, and xenophobia and the authors propose the following four hypotheses: H1: "National team identity positively affects ethnocentrism," H2: "National team identity positively affects xenophobia," H3: "National identity positively affects ethnocentrism," and H4: "National identity positively affects xenophobia." Due to the culturally imbedded history and general popularity of the Dutch national team (Lechner, 2012), we collected data from a representative sample of the Dutch population for an overall sample of 654 participants. National team identity was measured with the multi-dimension TEAM*ID scale (Heere, Walker, et al., 2011). National identity was measured on a 4-item scale (Huddy & Khatib, 2007). Xenophobia, reflecting individuals' fear and hatred toward foreigners, was measured on a 5-item scale (Van der Veer et al., 2011). Finally, ethnocentrism was measured on an 8-item scale (Neuliep & McCroskey, 1997).

Our results demonstrated that all the indices of the model were within the range for an acceptable model fit ($\chi^2/df = 2178.855/483$, $p < .01$; CFI = .913; NNFI = .905; RMSEA = .073), and thus indicated empirical support for the theoretical model. All four hypotheses were supported, as national team identity had a significant effect on ethnocentrism ($\beta = .44$, $p < .001$) and xenophobia ($\beta = .11$, $p < .01$), and national identity affected ethnocentrism ($\beta = .23$, $p < .001$) and xenophobia ($\beta = .22$, $p < .001$). These findings provide evidence that feelings of xenophobia and ethnocentrism indeed can be heightened by supporting a national sport team. Our results provide a counterbalance to scholarship that highlights the positives of social identity and provide a warning to governments who invest into elite sports. Future research is warranted to examine how these effects can be minimized.

The impacts of Camp Nou stadium's operations in Barcelona (Catalunya, Spain): An analysis of the managerial operations and its stakeholders

Jonathan Oliveira, University of Illinois at Urbana-Champaign

André Capraro, Federal University of Paraná

Jon Welty-Peachey, University of Illinois at Urbana-Champaign ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 3

Operations

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Background

The Futbol Club Barcelona's (FCB) stadium (Camp Nou) is the third most visited tourist attraction in Barcelona (Turisme de Barcelona, 2019). The stadium's primary operations are soccer matches and interactive visitation services to Camp Nou's backstage and museum. Proctor and colleagues (2018) advocated the role of partnerships and residents' support in managing Camp Nou operations. However, studies have highlighted residents' negative perceptions regarding tourists in Barcelona and Camp Nou's focus on serving these visitors (Oliveira, 2021; Milano, 2018). Although scholars have described Camp Nou's services (Crawford, 2013) and its growing operations (Ginesta, 2017), little attention has been given to the managerial aspects of FCB's stadium services. Thus, the purpose of this study is to investigate FCB's decision-making and strategies to manage the (distinct) interests of the local community and commercial/operational partners as crucial stakeholders of Camp Nou's operations.

Theoretical Framework

The theoretical grounding for this study is based on Stakeholder Theory. According to Freeman (1984), all individuals or groups affecting or affected by organizational actions are an organization's stakeholders. Likewise, successful managerial strategies include managers' identification, analysis, and response to various levels of power, legitimacy, and urgency of stakeholders in order to allocate resources better when making strategic decisions (Mitchell et al., 1997). This study focused on the local community and commercial/operational partners as they are primary stakeholders of FCB.

Method

The study design was a qualitative case study (Yin, 2014). Data collection was based on 15 documents opened to public access in reports published by official sources and 16 news/posts on FCB's and its partner agencies' websites. Coding and analysis were oriented by Bardin's Content Analysis procedures (2016). Furthermore, as Yin (2014) suggested, we consulted a correlated bibliography to support the data gathered and conducted semi-structured interviews with two managers directly linked to Camp Nou's operations. Finally, the triangulation of all sources collected was sufficient to reach the theoretical grounding of the phenomenon, also known as study "saturation" (Denzin & Lincoln, 2017).

Findings and Discussion

Findings revealed the implementation of initiatives to build a closer and positive relationship with local and regional residents. The stadium has positively impacted the local community generating 19,451 jobs and 1,191 billion euros. Conversely, residents alleged that Camp Nou operations negatively affected their quality of life. Additionally, FCB has innovative managerial actions (virtual tours, itinerant exhibitions, guided visits for travel bloggers, discounts, and prizes to residents) that serve its interests and a significant collaborative network of commercial partners such as Turisme de Barcelona, CF Real Madrid, and companies for services outsourcing. The interactions between FCB and stakeholders are positive factors for optimizing and expanding FCB's stadium products and services. Theoretically, this study contributes to the sport management literature by identifying crucial stakeholders' claims on soccer stadium operations and how dynamic their level of power, urgency, and legitimacy can be. Practically, findings demonstrate positive strategies and decision-making to minimize negative tourism impacts on residents' quality of life and expand commercial and operational partnerships, leading to profit improvement. Future research directions will also be provided.

NCAA Division I FBS Staff Members' Views of Sexual Harassment Policy Following #MeToo and Title IX Changes

Chris Barnhill, Georgia Southern University
Chris Hanna, Georgia Southern University
Ella Monsey, Georgia Southern University

20-minute oral presentation (including questions)
Management
Management 6

Human Resource Management
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Sexual harassment has been a long-time issue on university campuses and within their respective intercollegiate athletics departments (Blanchard, et al., 2021), and sexual assault incidents involving student-athletes are common (Beaver, 2019). While there have been calls for action in this area through the decades, the #MeToo movement of the late 2010s was credited with removing some of the historical silence and victim blaming surrounding these issues (Bowman, 2020; Jackson, 2018; Sambaraju, 2020). While there have been calls for universities and athletic departments to strengthen sexual harassment and sexual assault policies and education (Bowman, 2020; Buchwald, 2008; Moorman & Osborne, 2016), the Trump Administration made 2020 changes to Title IX that removed the need for coaches to report sexual misconduct among other changes that weakened campus sexual harassment and sexual assault protections (Negley, 2020). This new environment in which the call for stronger protections is paired with weaker national policy created a ripe environment for study. Therefore, the purpose of this study was to survey NCAA Division I Football Bowl Subdivision staff members to understand how they perceive their respective workplaces in terms of sexual harassment policy following #MeToo and the Title IX changes.

Fricker (2007) introduced epistemic injustice theory, which provides a terrific theoretical basis for this study. Epistemic injustice theory is comprised of testimonial and hermeneutical injustice (Fricker, 2007; Johnson, 2017; Mitova, 2020). Testimonial injustice occurs when a listener reduces a speaker's credibility due to prejudice (Fricker, 2007; Johnson, 2017; Mitova, 2020). Hermeneutical injustice occurs when someone's circumstances fail to make sense to them or when someone fails to understand how they might communicate those circumstances (Fricker, 2007; Johnson, 2017; Mitova, 2020). Researchers often utilize this theory in association with sexual harassment and sexual assault studies (Jackson, 2018; Johnson, 2017; Lazar, 2021).

A survey was sent via email to NCAA Division I Football Bowl Subdivision athletic department employees exploring their experiences with sexual harassment, the environment at their workplace, perceptions of enforcement effectiveness, perceptions of policy effectiveness, and perceptions of training effectiveness. A usable sample n of 276 NCAA Division I athletic department employees was obtained with 223 (81.1%) identifying as management or administrative employees and 52 (18.8%) coaches. In terms of demographics, 128 (46.4%) identified as male and 145 (52.5%) females; 231 (83.7%) respondents identified as White, compared to 45 (16.3%) who identified as a person of color; 167 (60.1%) were 18-44 years old while 110 (39.9%) of respondents were 45 or older. Independent samples t-tests and ANOVA were conducted to determine if various groups had different perceptions of 42 unique items. Analysis indicated that women were much more likely to have experienced harassment, perceive a sexually hostile workplace, and doubt the effectiveness of prevention and reporting policies. Younger employees were significantly more likely to perceive the workplace as sexually hostile. Men and older workers had more faith in the prevention measures and enforcement policies. Detailed findings and recommendations will be discussed.

Striking equity: A critical examination of the marketing portrayals of professional female athletes

Laura Lozinski, Brock University

Dawn Trussell, Brock University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 6

Diversity

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Rationale: In both an academic and practical sense, women have traditionally been left out of the sport marketing space, and when they are included, their portrayal is rooted in sexist stereotypes (Crosby, 2016, English, 2020; Tredway, 2014). This lack of inclusive portrayal limits the ability for women's professional sport to grow and for women to be treated equitably in sport and broader society (Fink, et al., 2014; Fink, 2016; Toffoletti & Thorpe, 2018).

If women's sport is invested in, it tends to be viewed as a philanthropic effort instead of a legitimate and sustainable investment, with the 'athlete' identity often framed as secondary (Allison, 2016; English, 2020; Morgan 2019). However, with the growth of social media female athletes now have an opportunity for self-representation that is shifting the narrative to one that authentically portrays them and legitimizes the sport (Shreffler, Hancock, & Schmidt, 2016; Burch & Zimmerman, 2019, as cited in Li, et al., 2021). If young girls see it, they may believe sport has an equitable future and they will be part of it (Krane, et al., 2011).

Aim of the Study: Using a feminist theoretical perspective, the purpose of this narrative study is to understand the marketing portrayal (i.e., commercial and self-representation) of professional female athletes. Specifically, it aims to examine the perspectives of professional female athletes through critically examining the ways in which the gender ideal is reproduced, negotiated, and resisted, as well as their (re)imagined equitable sporting future.

Methods: This study will use Pitre, et al.'s (2013) critical feminist narrative inquiry as the guiding methodology. Adopting a critical worldview allows for an examination of traditional power structures, stories of marginalization, and dreams of resistance (Tracy, 2013). Data collection will include three interviews with five to seven professional female athletes that will be analyzed through Pitre, et al.'s (2013) double hermeneutic approach (Saldaña, 2015). In this way, both individual and collective narratives will be analyzed for a holistic understanding of the current reality, and the potential to dream of an inclusive and equitable future (Doucet, 2018; English, 2020; Fink, 2016; Hesse-Biber, 2014).

Implications/Contributions to the Body of Knowledge: This research seeks to highlight the perspectives and experiences of professional female athletes to add legitimacy to how they are portrayed, as well as empower athletes to (re)imagine their sporting future through authentic and diverse representations that allow for sustainable social change. From a theoretical standpoint, the findings of this in-progress research brings to the forefront a critical discussion of several marketing strategies (e.g. over-sexualization and femvertising). The strong focus on these strategies perpetuates the societal belief that men are the 'real' athletes, and women are there to share good values and have fun (Allison, 2016; Cooky, et al., 2021). These marketing strategies are analyzed through the women's narratives to understand dominant power structures and internalized beliefs that lead to current marketing portrayals, and how the athletes themselves would like to be represented moving forward.

The social aspects of sport AR/VR gaming: The relationship between game involvement, interpersonal relationship, psychological capital, and physical/psychological well-being

Sanghoon Kim, Texas A&M University

Jun-Phil Uhm, Texas A&M University

Juho Park, Texas A&M University

Hyun-Woo Lee, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 3

Other

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The debate continues, but recent studies confirm that augmented/virtual reality (AR/VR) games have substantial potential to improve users' social and physical/psychological wellness through various social interactions in a technology-mediated environment (Lee et al., 2019; Pimentel et al., 2021). However, the social and psychological mechanisms underpinning the relationship between users' sport AR/VR game involvement and their wellness are not fully understood. In this paper, we use social information processing (SIP) theory as the theoretical foundation to uncover these mechanisms. Specifically, this study is designed to examine (a) how users' different levels of interpersonal relationships in a sport AR/VR game mediate the relationship between game involvement and physical/psychological outcomes (i.e., psychological resilience and physical activity enjoyment) and (b) how this relationship differs depending on users' psychological capital.

Involvement plays a critical role in explaining an AR/VR gaming experience and its effect on psychological resilience and physical activity enjoyment. As the social interactions between users in AR/VR gaming can be positively related to users' psychological wellness (Mandryk, 2020), it can be predicted AR/VR gaming involvement enhances psychological resilience. In a similar manner, participating in sport AR/VR gaming can enrich their physical activity enjoyment. Specifically, reflecting on the core benefits of sport products (e.g., sociability, health, entertainment; Trail & James, 2001), sport AR/VR gaming can have the fundamental property of increasing physical activity enjoyment. Taken together, we assume that the more involved users become in sport AR/VR gaming, the greater the enhancement to their psychological resilience and physical activity enjoyment (H1).

Users' interpersonal relationships can provide an additional explanation of how or why game involvement and physical/psychological outcomes relate. Studies drawing on SIP theory (Walther, 1992) evidenced that different levels of interpersonal relationships conducted in a computer-mediated environment impact psychological health differently (Gong et al., 2021). Based on the evidence, we categorize interpersonal relationships into three levels (i.e., passive, mixed, and highly engaged), and test the mediating effect of the interpersonal relationships on the link between involvement and physical/psychological outcomes (H2).

We also examine whether the aforementioned relationship is moderated by a lack of individual social capital (i.e., social isolation and loneliness). Previous studies found that video or online gaming plays an important role in addressing individuals' lack of social connectivity, resulting in an increase in their physical activity enjoyment and psychological wellness (Prochnow et al., 2020). Accordingly, we assert that the effect of gaming involvement on physical/psychological outcomes via interpersonal relationships differs depending on users' feelings of social isolation and loneliness (H3).

The results of this study will highlight how users' sport AR/VR game involvement, their level of interpersonal relationships, and their social capital can together predict their psychological resilience and physical activity enjoyment. We expect the findings of this study will contribute to current debates on the relationship between sport gaming involvement and users' physical/psychological well-being. Also, insights gained from this study will provide effective recommendations in building a healthy gaming environment. Data collection and analysis are underway. We will discuss the method, findings, and contributions in more detail during the presentation.

On the green: Fan perceptions of returning to golf spectatorship amidst the COVID-19 pandemic

P. Joseph Miller, University of Windsor

Jess C. Dixon, University of Windsor ADVISOR

Poster

Facilities/Events

Poster Presentation 1

Operations

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

The COVID-19 virus, declared a worldwide pandemic in March 2020 by the World Health Organization, has resulted in lockdowns, stay-at-home orders, and economic challenges for many industries. The sport industry has not been immune to these disruptions, contending with stoppages of play and interrupted revenue streams (Keshkar et al., 2021; Ruihley & Li, 2020; Skinner & Smith, 2021). With sport beginning to 'return to normal,' there is uncertainty about the safe return of spectatorship and how live-event attendees perceive safety and precautionary measures amidst a serious health emergency. This may be particularly true for small-scale events that rely on revenue generation from event attendances (Grix et al., 2021; Keshkar et al., 2021). The purpose of this study was to assess golf consumers' perceptions of following COVID-19 preventative measures that may be implemented at small-scale outdoor golf events in Canada, and how these perceptions may influence their future event attendance.

The present study was conducted using a cross-sectional online survey and the sample was comprised of 233 Canadian adults who had previously expressed an interest in golf. The health belief model (HBM) was used as the theoretical framework for understanding how perceptions of susceptibility to and severity of the COVID-19 virus, perceived benefits and barriers of adhering to COVID-19 preventative measures, and perceived self-efficacy of following COVID-19 preventative guidelines may influence consideration of attending a small-scale golf event where COVID-19 preventative guidelines are enforced. The HBM has been used extensively, across a variety of contexts, to investigate adherence to health and safety guidelines or recommendations. The model has been employed to examine perception-driven health behaviours in past pandemics, such as the SARS, H5N1, and Avian Flu pandemics (Bish & Michie, 2010), and intention to adhere to COVID-19 prevention behaviours (Lin et al., 2020; Tong et al., 2020).

The results from a multiple linear regression analysis indicated that the perceived benefits of COVID-19 vaccination significantly and positively influenced participants' consideration of attending a small-scale golf event where these measures are enforced ($p = 0.007$), while the perceived barriers of mask wearing significantly and negatively influenced attendance intention ($p = 0.012$). The most significant predictor was participants' perceived self-efficacy of following the preventative measures ($p < 0.001$), while perceived health condition, severity of and susceptibility to COVID-19, and benefits or barriers of other preventative measures did not significantly predict one's consideration to attend. Most participants (71%) indicated they would consider attending a small-scale golf event that enforces COVID-19 preventative measures.

These results have several practical implications for golf event organizers, suggesting that sport spectators may not be discouraged from attendance by many COVID-19 preventative measures, such as vaccination policies or physical distancing requirements. The findings of this research also imply that perceived severity and susceptibility of the COVID-19 virus do not influence spectator's consideration to attend a small-scale golf tournament. With the pandemic ongoing, the threat of COVID-19 transmission at sport events must be reinforced so that sport consumers can make informed decisions regarding returns to spectatorship and following public health guidelines.

**Exploring the dark side of esports online spectatorship:
The mediating role of passion and the moderating role of collective narcissism**

Tyreal Yizhou Qian, Louisiana State University
Katja Sonkeng, Western Illinois University
Lei Luo, Shanghai University of Sport

Poster
Marketing
Poster Presentation 1

Consumer Behavior
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

As esports continues its march toward sportification and commodification, concerns grow regarding antisocial behaviors among esports fans who consume the majority of esports content via online livestreaming platforms, such as Twitch (Monge & O'Brien, 2021). Although livestreaming services provide ample opportunities for esports fans to connect with other liked-minded individuals through interactive experiences, social engagement, and sense of community, they are also prone to online toxicity (e.g., trolling, cyberbullying) due to an anonymous, disinhibiting, mostly unregulated environment where illicit and disruptive behaviors have minimal consequences (Buckels, Trapnell, & Paulhus, 2014; Suler, 2004). Like traditional team sports, esports fans form relationships and foster an identity with an esports team. Yet, their identification may become detrimental as a result of identity threats (e.g., loss, criticism) and passive coping strategies to handle the threats, leading to problematic, dysfunctional fandom (Delia, 2017; Kim et al., 2020; Wakefield & Wann, 2006). Accordingly, it is essential to uncover the nature and tenor of the negativity surrounding esports online spectatorship. This study therefore sought to explore the mediating role of passion and the moderating role of collective narcissism in the relationship between team identification (TI) and online toxicity (OT). Upon adopting the dualistic model of passion, i.e., harmonious passion (HP) and obsessive passion (OP), the study aimed to extend existing research by demonstrating how TI develops and takes the form of OT (Vallerand et al., 2003; Vallerand et al., 2008). In addition, building on Larkin and Fink's (2019) proposition, the theoretical link between collective narcissism (CN) and TI in the context of esports online spectatorship was empirically tested to further expand the extant literature on TI and spectator dysfunctional behaviors.

The hypothesized relationships were tested by surveying League of Legends esports fans (N = 467). Data were collected via Sojump, a Chinese cloud-based survey service. The structural equation modeling results showed that TI exerted a positive impact on both HP and OP. Results further revealed that OP had a positive effect on OT, while HP had a negative effect on OT. Moreover, HP and OP were found to fully mediate the relationship between TI and OT. Finally, we found that CN moderated the relationship between TI and OP, specifically the higher level of CN the stronger negative effect of TI on OP.

Findings from this study contributed to the body of literature on team identification, offering evidence that team identification can elicit both positive and negative emotions, revealing a potential mechanism to explain toxic behaviors associated with esports fandom. We also empirically examined the impact of collective narcissism in the context of esports online spectatorship. As such, the study answered the call to further investigate links between collective narcissism and dysfunctional fandom (Larkin & Fink, 2019). Further, practical recommendations on how to approach disruptive and problematic behaviors among esports consumers were provided. Implications and practical recommendations of our study can help identify problem areas, initiate proper intervention campaigns, create a culture of civility, and promote overall well-being of esports consumers.

Indefinitely Delayed Penalty: Professional Hockey Fans' Reactions to Native American Imagery

Sean Pradhan, Menlo College

Dae Hee Kwak, University of Michigan

Marianne Marar Yacobian, Menlo College

Poster

Marketing

Poster Presentation 1

Consumer Behavior

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Introduction and Background

Mascots, nicknames, and logos in sports serve the function of team identity monikers. For instance, Schultz and Sheffer (2018) revealed a strong relationship between mascot loyalty and fan identification, specifically related to one's sense of belonging to a sports family. However, the imagery of some team names, logos, and mascots uphold supremacist and cartoonized versions of history and dehumanization of Black, Indigenous, and People of Color (BIPOC). Over the years, glaringly offensive and racist images of Indigenous team names and logos have been used by organizations such as the Atlanta Braves, Cleveland Indians, and Washington Redskins. Unsurprisingly, Native Americans find names, logos, and mascots of Native American imagery deeply offensive and support changes to move away from such imagery (Laveay, Callison, & Rodriguez, 2009).

Although some teams have begun to move away from their previous offensive names and logos, the Chicago Blackhawks of the National Hockey League (NHL) still perpetuate cartoonized images of Indigenous leaders. The Chicago Blackhawks are named after a Sauk leader who led the Sac and Fox Nation during the Black Hawk War of 1832 (Enders, 2015). Their team logo depicts Black Hawk with feathers in his hair. However, the team does not have permission from the Sac and Fox Nation to use such imagery (Enders, 2015), yet the Chicago Blackhawks are notorious for their determination to retain the logo. Thus, the purpose of the current study is to better understand professional hockey fans' (dis)comfort with the Blackhawks team name and logo, and identify conditions under which such offensive names may be acceptable to fans.

Methods

The current study will utilize a between-subjects, experimental design featuring several scenarios that will be randomly presented to participants. We will generate fictitious articles from a reputable source (e.g., ESPN) using Adobe Photoshop that will feature the team: 1) acknowledging the history of oppression of the Sac and Fox Nation, 2) providing donations to the Sac and Fox Nation, 3) obtaining permission from the Sac and Fox Nation to use the team name and logo, and 4) indicating their intent to change the team name and logo. We will recruit a sample of self-identified Chicago Blackhawks fans using Amazon Mechanical Turk (MTurk). We will measure fans' pre-existing attitudes towards the name and logo of the team (Speed & Thompson, 2000), as well as their Political and Racial Attitudes toward Native Americans (PRATNA; Brantmeier, 2012). We will also evaluate participants' level of psychological connectedness to the team using the Sport Spectator Identification Scale (SSIS; Wann & Branscombe, 1991), perceived sincerity of the team's action (Yoon, Gürhan-Canli, & Schwarz, 2006), as well as attitudes toward changing the Blackhawks name and logo. We expect that participants presented the article indicating the team's intent to change their name and logo will report the highest perceived sincerity of the team's action, controlling for their pre-existing attitudes towards the name and logo and PRATNA.

"They (Won't) Stick to Sports": Sports Fans' Attitudes toward Activism by Professional Athletes

Aaron M. Flores, San Jose State University

Cole Armstrong, San Jose State University ADVISOR

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Poster

Socio-Cultural

Poster Presentation 1

Diversity

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Many athletes have used their public platforms to raise awareness about social injustices. The majority of literature on athlete activism describes the harsh criticism athlete activists face when they advocate for social justice as well as the damaging consequences they suffer through the loss of endorsements or their professional careers (Kaufman, 2008; Schmidt et al., 2018). These negative outcomes are proposed to stem from beliefs that politics and social justice protests have no place in sports (Kaufman & Wolff, 2010), in addition to patriotic/nationalistic values leading individuals to view such protests as un-American and disrespectful. (Lewis, 2019). One limitation of this research, however, is that much is qualitative in nature and has mostly examined reactions towards Black athletes who play professional football (e.g., Colin Kaepernick). Attitudes towards White athlete activists or those who play other sports (e.g., basketball) have not been widely explored.

In response, a preliminary study was completed to address these limitations by using quantitative methods and measures to examine attitudes towards a Black or White National Football League (NFL) or National Basketball Association (NBA) professional athlete who advocates for social justice (Flores et al., 2021). In the preliminary study, 193 participants recruited from Amazon Mechanical Turk (MTurk) were randomly assigned to the conditions of a 2 (Black or White athlete) x 2 (NFL or NBA athlete) between-subjects experimental design. Participants first reported their level of team identification on the Sports Fandom Questionnaire (Wann, 2002); their own beliefs about patriotism/nationalism using an adapted version of Kosterman and Feshbach's (1989) patriotism/nationalism scale; and their own social activism attitudes on the Social Justice Scale (Torres-Harding, et al., 2012). Afterward, participants read a fictitious ESPN article of either a Black or White NFL or NBA athlete activist, and then reported their athlete attitudes on the Attitudes Toward Athlete Activism Questionnaire (Sappington, et al., 2019). The factorial ANOVA did not reveal meaningful differences in attitudes as a function of the athlete's race, sports league, or their interaction. Correlational analyses, however, showed a moderate positive relationship between participants' athlete attitudes and patriotism/nationalism beliefs ($r = .50$, $p < .001$); and a moderate negative relationship between athlete attitudes and social justice beliefs ($r = -.47$, $p < .001$). Therefore, the current experiment was designed to extend and address limitations of the preliminary study.

In the initial study, only the athlete's name was used to manipulate the athlete's race. Now, both his name and photograph will be included in the article to make the athlete's race more salient. To further highlight his activism, fictitious social media posts made by the athlete will be included as additional stimuli. Finally, the order in which participants complete the dependent measures will be changed. After reading the article, participants will report their athlete attitudes first, then rate their beliefs on the other measures. This change will be implemented because participants' attitudes may have been influenced by reporting their beliefs prior to reading the article. Results, implications, limitations, and directions for future research will be discussed.

**Anticipating Our Future: Aspiring Sport Professionals’
Views on Diversity, Equity and Inclusion Initiatives in the Industry**

Molly Hayes Sauder, York College of Pennsylvania

Michael Mudrick, York College of Pennsylvania

Poster
Socio-Cultural
Poster Presentation 1

Diversity
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Despite advances in diversity, equity and inclusion (DE&I) initiatives in the sport industry (Moran, 2020), greater progress is needed. The literature continues to illuminate a lack of diversity (Lapchick et al., 2021), along with instances of bias and discrimination (Evans, 2018). Thus, while strides in the industry deserve acknowledgement, substantial opportunity remains for empirical research to provide new insights and corresponding solutions; therein lies the significance of this study.

One avenue of inquiry focuses on better understanding the perspectives of the future workforce; sport management has grown as an academic discipline (Zaharia et al., 2016) and represents a key pipeline that may play a critical role in the industry’s direction. Unfortunately, relevant literature demonstrates a level of homogeneity in such programs, with higher representation of individuals who are White and male (Barnhill et al., 2018). A growing body of research also shows that female students and faculty experience a myriad of challenges (Morris et al., 2019; Taylor et al., 2017) and that African-American students perceive more barriers with respect to race/ethnicity than White students (Stowe & Lang, 2018). In light of such dynamics, it may be challenging for students to visualize paths to change regarding DE&I in the sport industry.

Further, there is a dearth of research on these aspiring professionals’ perceptions of current initiatives in the industry. Addressing this gap would inform educators’ work and offer current industry professionals insights on the upcoming workforce. Thus, the purpose of this study was to explore sport management students’ perceptions of specific DE&I initiatives currently used in the industry, and to ascertain their views on the overall importance of diversity in sport organizations.

Surveys were distributed to upper-level sport management courses at three mid-Atlantic institutions (n = 292). Demographic and psychographic data were collected, most notably via a scale measuring social dominance orientation (SDO; Pratto et al., 1994), a construct that explores an individual’s tolerance for, or opposition to, group-based inequality (Aiello, 2013). Vignettes were developed to describe four existing diversity and inclusion initiatives in the sport industry, organized around Coakley’s (2015) ideologies in sport - race, gender, class, and ability. In addition, a three-item scale to assess perceptions of the importance of organizational diversity was used (Fink et al., 2008). Analysis of variance and multiple regression were used to explore nuances among student perceptions based on demographics and psychographics.

There were multiple significant differences across groups that both reinforced prior work (i.e., White male students expressed less investment in organizational diversity; see Viaden & Gregg, 2017), and yielded new insights into factors that contribute to aspiring professionals’ views of DE&I initiatives. For example, results indicated SDO was more salient in influencing perceptions than demographics. Further, some specific DE&I initiatives were perceived more favorably overall by participants than others. The results thus offer an important contribution by yielding practical implications for both educators and industry professionals, and via suggesting new research avenues that can serve as a catalyst for continued progress on DE&I in the landscape of sport.

Political Identity, Risk Perception, and Sport Participation during the COVID Pandemic

Sungho Cho, Bowling Green State University
Lucy J. Lee, Bowling Green State University
June Won, Bowling Green State University
Dae Hee Kwak, University of Michigan

Poster
Marketing
Poster Presentation 1

Consumer Behavior
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Risk perception is a major variable in sport consumption (Wu et al, 2012). In 2020, the U.S. golf industry recorded a remarkably better year than other participation sectors since golf is a relatively safe outdoor activity (Barker, 2020). Sport consumers conduct risk-benefit analysis for available consumption choices whether it is a piecemeal or heuristic probe (Hespanhol et al, 2015). While the risk analysis is a utilitarian evaluation, the information processing is affected by other attitudinal valences and beliefs such as political orientation (Jung & Mittal, 2020). Since the risks associated with COVID-19 have been notably politicized in the U.S., the political orientation of sport participants might have been a significant determinant in sport consumption behavior (Sandak & Ekici, 2009; Shah et al, 2007).

There are two perspectives to examine political identity in consumer research. The first one is political consumerism, which views political orientation as a behavioral outcome (Arnould, 2007). Here buyers' choices directly constitute their political speech (Schudson, 2007; Matos et al, 2017), e.g., buying Nike sneakers in support of Colin Kaepernick. The second perspective scrutinizes political orientation as an antecedent of consumer behavior such as risk-taking (Blais & Weber, 2006; Oyserman & Schwarz, 2017). It was initially hypothesized that conservative people would be more risk averse (Jost et al, 2003) but such simplistic notion has been rejected (Choma et al, 2014; Jung & Mittal, 2020) because risk perception is situational (Oyerman & Schwarz, 2017) and domain specific (Weber et al, 2002). For instance, Choma et al (2013) found that conservatives tend to perceive 'personal-danger' hazards more seriously whereas liberals prone to believe 'collective (shared)' hazards as riskier. Given the theoretical and practical needs, this project investigated the relationships among golf participants' political orientation, risk awareness, perceived service value, and revisit intent.

Recreational golfers (N=199) who played at least one round of golf during the pandemic were recruited via Qualtrics Panel Service. Participants' political orientation, risk awareness of COVID, perceived risk of playing golf during COVID, perceived service value, and revisit intentions were measured along with demographic variables. The authors performed Hayes' (2013) moderated mediation analysis to examine whether the effect of COVID risk awareness on risk of playing golf and revisit intentions were moderated by political orientation (democrat vs. republican) after controlling for demographics, number of rounds played, and perceived service value. Results showed that both COVID risk awareness and perceived of risk of playing golf had negative main effects on revisit intention. Political orientation moderated the influence of risk awareness on revisit intention. Republicans revealed that their risk awareness did not decrease their revisit intent while democrats showed significant negative effect.

The findings showed that political orientation was a significant factor in explaining sport participation during the pandemic. Risk perceptions reduced the likelihood of playing golf, but the effect was contingent upon one's political identity. The findings contribute to the risk management and marketing literature by showing how individuals' political orientation further influences their decisions to play sports.

**The Modernization of Financing Stadia:
A History of Atlantic Coast Conference (ACC) Football 19th Century to Present**

Tiffany Demiris, Louisiana State University

Chad Seifried, Louisiana State University ADVISOR

Poster

Facilities/Events

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Within the realms of sport finance and economics, public administration, and sport management [broadly interpreted], the literature on financing professional sport football stadia is well-established. However, despite the billions of dollars devoted to these facilities, the context of intercollegiate football stadiums received less attention and analysis. The present study finds this intriguing considering the facility arms race in intercollegiate athletics is frequently discussed and deliberated by many academics, communities, and alumni groups across several time periods since intercollegiate football came to fruition in 1869. The current examination seeks to use the historical research method to identify the modernization of financing approaches in regard to the construction and renovation history of stadia completed by institutions of the Atlantic Coast Conference (ACC). ACC schools have played competitive football against other institutions of higher education since the 1880s. Our purpose is to identify and interpret financing strategies implemented by institutions over time (i.e., strategies) and to recognize differences and similarities regarding financing approaches between institutions of the ACC and other national or regional competitors. Within, we are also interested in detecting environmental influences, institutional-level opinion leaders, and any inter-organizational relationships that might have helped finance ACC stadia construction. Lastly, we plan to offer recommendations and recognize expectations for future intercollegiate football stadia construction/renovation consideration.

To complete this study, the researchers engaged in archival work collecting primary documents related to stadia financing. To date, we visited six different ACC institutions. Sample primary documents collected include financing plans, bond retirement schedules, feasibility studies, newspaper clippings, presidential papers, and letters of correspondence. Secondary sources collected include history books, journal articles, and newspapers. Databases consulted by the researchers include Newspapers.com, Hathi Digital Trust, Business Source Complete, and Google Scholar among others. Following the collection of primary and secondary sources, all items received an internal and external source criticism. Within this point, triangulation of sources served to reduce dissonant data and to substantiate information originating from individual sources when possible. Subsequent themes and information related to funding sources (i.e., monetary gifts, stadium corporations, gate-receipts) will be categorized using timelines and Excel spreadsheets.

Preliminary findings show ACC members employed multiple financing approaches, sometimes simultaneously, to build or renovate football stadia. Further, the evidence suggests the presence of different financing eras within the concept of modernization. For instance, early football stadia were financed through large single donations from prominent alumni or community leaders. Moreover, faculty expertise (i.e., as engineers and architects often waiving fees), state appropriations, and institutional funds helped fund stadium construction. Later eras also featured alumni gifts and the development of foundation offices to spearhead stadia building (i.e., new or renovation). Often featured within foundation offices was the effort to run lucrative fundraising campaigns, recruit bond purchasing, and lobby for state legislation commitments. In regard to legislation, financing came in the form of Works Progress Administration or Public Works Administration monies. Finally, many ACC schools have recently employed creative business partnerships to fund major projects.

**Ready for Life-After Sport Transition?
Examining the Association Between Resources and Well-Being in Collegiate Athletes**

Morgan Ferrara, University of Houston

Dr. David Walsh, University of Houston ADVISOR

Dr. Craig Johnston, University of Houston ADVISOR

Poster

Sport Development

Poster Presentation 1

Sport Development

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Background

Division I college student-athletes experience increased psychological distress, loss of athletic identity, and lack access to adequate resources that aid in the transition to post-athletic life (e.g., Esopenko, et al., 2020). Stress, inability to cope, lack of social support, inadequate help-seeking behaviors, identity conflict, and inhibition of action contribute to this problem (e.g., Berg & Warner, 2019). Having adequate skills, plans, and support structures in advance significantly impact post-retirement adjustment and well-being (Hansen, et al., 2019). While advances in this literature are salient, most research lacks a holistic analysis that encapsulates the complexity and highly variant experiences of college athletes. A more inclusive approach may be required to understand the specific needs of college athletes that helps prescribe more precise post-retirement plans for adjustment.

Theoretical Framework

The Resource-based Dynamic Perspective (Wang et al., 2012) has shown promise in examining complex experiences via a person's resources at other transition points, like retirement from the workforce. Recent work by Walsh et al. (2019) showed a positive association between resources and well-being when sport participation is embedded in an individual's life. The Retirement Resource Inventory (RRI) is a tool to measure a person's resources and has strong reliability and validity to support how people adjust from transitions via resource change (Leung & Earl, 2012). However, it has yet to be applied to college athletes. While the tool was developed to assess resource change during retirement transition, the measure does NOT exclude other points along the lifespan (Amorim & Fran, 2019), and the RRI has face and content validity for use at most populations.

Purpose & Hypotheses

The purpose of our study is to assess the RRI and its association with well-being via life satisfaction in college athletes to understand the resource composition of athletes before they retire from their sport. We hypothesize that the more resources a college athlete perceives to have, the more positive life satisfaction will be. We also hypothesize that the RRI will be valid and reliable to college athletes. According to Wang et al., this will help identify which resources are deficient and can help us prescribe more intentional support aimed at those resources, which support positive transition adjustment when retiring from college sport.

Method

A two-step analytic method (Kline, 2011) will assess (1) the measurement model of RRI for the college athlete population and (2) use SEM to assess the relationship between RRI and Life Satisfaction. Life Satisfaction has been used as a quality of life and well-being indicator for decades (Diener et al., 1985). Recently, a more robust version of life satisfaction has been validated to use as indication of well-being (Margolis et al., 2019), which we intend to use. We will solicit 500 student-athletes from various sports in Division I schools, starting regionally with the American Athletic Conference and Big 12. IRB approval is in review and is expected to be completed by January 2022. We intend to share our results at the 2022 NASSM conference and discuss both practical and theoretical implications of our findings.

Securitization of Major Sporting Events in Los Angeles: Determining Vulnerable Spaces Using Machine-Learning-Based Spatial Analysis

Brian Avery, University of Florida

Poster

Facilities/Events

Poster Presentation 1

Operations

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Los Angeles will be hosting the Super Bowl in February 2022, likely hosting World Cup matches during the 2026 World Cup and hosting the 2028 Olympic Games. A combination of existing facilities and the recently built SoFi Stadium; opened to house LA's two relocated NFL franchises, will be used for these sporting events. Given the anticipated increase in tourists and local patrons attending the major events, city officials and emergency agencies are faced with the responsibility of providing reasonably safe spaces for those attending (Menaker et al., 2019). The relationship between sporting events and venues and crime is a complicated one that requires additional attention when examining the pros and cons of hosting large events (Billings & Depken, 2011; Campaniello, 2011; Yu et al., 2016). These relationships between sporting events and infrastructure and the possible increase in crime potentially affect both tourists and locals and are burdensome on emergency services and other local and federal agencies (Marie, 2016). Several studies discuss the potential causal relationship between sports and crime increase or decrease (Adubato, 2016; Card & Dahl, 2011; Kalist & Lee, 2014), but there appears to be a gap in the literature discussing how these relationships are relevant during the preparation to host major events, particularly from a spatial perspective relative to where the venues are located (Jakar & Gordon, 2021).

In this study, we focus on the spatial distribution of crime-related incidents to identify clusters within the city that are prone to crime and their location relative to where events will be held in the coming years. Therefore, we do not focus on how sports is related to an increase or decrease in crime but rather on the occurrences of crime in general and the challenges they pose to the agencies and parties involved in organizing large events in the city. Our spatial analysis analyzes over one and a half million crimes recorded by the LA Police between 2010 and 2019. We use Geographical Information System (GIS) embedded machine-learning Cluster Analysis using K-nearest method and Density-Based Spatial Clustering of Applications with Noise to identify point-based clusters and Multivariate Clustering to identify clusters based on census tract level data.

Preliminary results identify several areas and sites that appear to have clusters of crimes reported by the police nearby venues potentially hosting the Olympic Games and the new SoFi stadium that will host the Superbowl and potentially World Cup matches. Using spatial statistical and machine-learning-based analyses, we map these sites that we deem more vulnerable, requiring more attention when people visit Los Angeles to attend events. Because the data is consistently updated, the analysis can be constantly updated to account for changes in the spatial distribution of crime in Los Angeles. Results from this study are relevant to both researchers examining different ways to analyze relationships between societal concerns such as crime and sports and practitioners involved in event organization and management.

**Virtual Reality and Socially Anxious Individuals' Sport Fanship:
How Team Identification, Sporting Event Visit Intentions, and Social Anxiety Change by VR Experience**

Kyu-soo Chung, Kennesaw State University

Poster
Sport Development
Poster Presentation 1

Sport Development
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Social anxiety is a mental health condition that manifests people's intense fear of being watched and judged by others and worrying about humiliation (NIH, 2016). People's social anxiety can affect their daily activities and job functions, and even their leisure and recreational activities. For example, people with social anxiety tend to avoid attending live sporting events due to the venue's overabundance of sensory stimuli (Neil et al., 2016) and the social encounters they anticipate (Thompson et al., 2019). They are thus deprived of opportunities to further their sport fanship and the enjoyment that can be derived from live sporting events. Nonetheless, sport management scholars have barely applied systematic approaches to understanding social anxiety and sport fanship development.

Virtual reality (VR) projects a realistic 360° virtual sporting game to make its viewers feel a sense of presence as if they were at a live event without physically being there (Grassini et al., 2020). VR is a platform by which socially anxious individuals can fully enjoy a quality spectating experience minus the anxiety induced by potential social encounters. Therefore, it is worth exploring how VR plays a role in developing sport fanship among socially anxious individuals. Furthermore, sport VR's therapeutic effects on social anxiety should be explored when considering several findings of VR intervention to mental health (Siani & Marley, 2021; Zeng et al., 2018). For this aim, the current study focuses on how socially anxious people's team identification, sport event visit intentions, and social anxiety might change by watching a sport game via VR.

To create the study's VR stimulus, researchers recorded a university's volleyball game using six 360° cameras and edited the entire game into a 5-minute highlight reel. Recruited subjects were 14 college students who possess intellectual and developmental disabilities. While one investigator helped each subject wear a VR goggle, another investigator, a special education instructor, asked questions to measure the subject's pre-VR experiences. After VR watching, the investigator asked the same questions to measure post-VR experiences.

To measure the subjects' degree of social anxiety, the researchers employed Connor and colleagues' Social Phobia Inventory (2000). Also, adopted are Lee and colleagues' team identification (2013) and Chung and colleagues' sporting event visit intentions (2015). All adopted items were slightly adjusted to fit the study's context on a 7-point, Likert-type scale. Data collection was made in a closed room, and one subject participated at a time. More details regarding data collection, subjects' demographic information, and VR stimulus will be presented.

Collected data were analyzed via one-group pre- and post-comparison. The results revealed that the subjects' team identification and event visit intentions were significantly increased after watching the VR game ($\hat{\eta}^2 = .45, p < .05$ & $\hat{\eta}^2 = .67, p < .01$, respectively). However, the difference in social anxiety degree ($\hat{\eta}^2 = -.18, p = .17$) was not significant. More statistics will be presented.

The study finds a VR's role in developing sport fanship, especially for socially anxious individuals. However, the sport VR's therapeutic effect on social anxiety is not found. More theoretical and practical implications will be presented.

Dual Career Management in Women's Professional Ice Hockey

Andre Andrijiv, N/A

Matthew Pink, Australian Catholic University

Poster
Management
Poster Presentation 1

Work-Life
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Although a recent period of growth in women's professional and semi-professional sport leagues has provided a number of new employment opportunities for female athletes, the limited earning potentials associated therewith have typically necessitated the maintenance of an additional career (e.g., Harrison et al., 2020; Taylor et al., 2020). Little is known, however, about such maintenance: a related and growing body of literature in sport psychology, on dual careers (i.e., the combination of sport and studies or work, Stambulova & Wylleman, 2015), is replete with works of sport and education (for a review, see Li and Sum, 2017), but lacking in studies that consider for multiple occupations (exceptions include the works of Cartigny et al., 2019; Debois et al., 2015; Harrison et al., 2020; Kavoura & Ryba, 2020; Pink et al., 2018; and Tshube & Feltz, 2015). In fact, to date, only one study has specifically examined how athletes balance multiple careers (Taylor et al., 2020). Consequently, scholars have called for further research on dual careers that involve sport and work (e.g., Stambulova & Wylleman, 2019; Stambulova et al., 2020; Taylor et al., 2020).

As a response to this call, as well as others, related to holistic athlete development (e.g., Brown et al., 2015; Debois et al., 2015) and the effects of organizational environments (e.g., Henriksen et al., 2020; Ryan, 2015), the researchers set out to examine the experiences of a cohort of athletes who have long needed to balance more than one career, those in women's professional ice hockey. Centred on the nascent, six-team National Women's Hockey League (now Premier Hockey Federation), the examination sought to address two research questions: what are athletes' experiences with maintaining more than one professional career; and how do team managers enable and/or constrain the efforts of their employees. Data collection and analysis are ongoing, and final results will be made available at the time of the conference.

An initial analysis of available data, collected from interviews with athletes ($n = 5$) and a team manager ($n = 1$), revealed that dual career maintenance was aided by moral support (from employers and family), complementary scheduling, planning, and open communication. Notably, the National Women's Hockey League is organized so as to readily accommodate athletes' primary occupations. This, in turn, benefitted athletes' identity development (cf. Cartigny et al., 2019).

Issues with dual career maintenance, conversely, arose due to immigration and residency statuses, commute times, and the physicality associated with multiple occupations. Consistent with extant research, participants described dual career maintenance as a challenge, one that engendered time-related stresses and issues with personal and social relationships (cf. Harrison et al., 2020; Pink et al., 2018; Tshube & Feltz, 2015). Although additional data is still to be collected, it can be suggested that athletes further explore flexible work arrangements with employers (e.g., variable hours, work from home); team managers devise additional in-kind sponsorships with various service providers; and scholars draw upon work-life balance literature to inform extant research on dual careers.

I See It, I Bought It: College Students' Athletic Identity Dimensions and Sports Spending

Huan Li, University of San Francisco

Poster

Socio-Cultural

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Research has shown that an universal athletic identity is associated with better mental health outcomes and better coping strategies in life transitions (Chang et al., 2017; Miller & Hoffman, 2009). However, few efforts have been done to disentangle possible dimensions of athletic identity and their impact on consumer behavior. Using a secondary data source, this study aimed to address the research questions: what are some discernible dimensions in college students' athletic identity and how are they associated with college students' spending behavior?

Secondary data was acquired from Athletic Involvement Study of Students in a Northeastern University in the United States (Miller, 2006). Undergraduate students ($N = 577$) participated in a survey which asked for their sports engagement and perception of sports. Participants ranged from 18 to 24 years old ($M=19.92$, $SD=1.51$), with 52% identified as male and 48% identified as female. The sample is majority White or Caucasian (66%), with 11% Asian American, 10% African American, 9% Native American, and 4% Mixed Race.

Demographic information and a total of 31 items from both Athletic identity Questionnaire (Anderson, 2004) and the Sport Orientation Scale (Gill & Deeter, 1988) were included in this analysis. All 31 items presented participants with a statement of sport related self description (5-point scale, 1=doesn't describe me at all, 5=describes me extremely well). Two additional items assessed participants' spending behavior (i.e., wearing clothes with athletic/team logos, spending money regularly on sport-related products or activities), also on 5-point scales.

Principal component analysis on athletic identity items detected five dimensions: sports as identifier (11 items; e.g., others see me in terms of sports), social engagement (6 items, e.g., encouragement from others for exercising), competition driven (6 items, e.g., have the most fun when I win), appearance driven (5 items, e.g., look like a person who is physically fit), and goal driven (3 items, e.g., important to reach personal performance goals). Mean scores were calculated for each of the five athletic identity dimensions.

Repeated ANOVA models were first tested on two types of spending behaviors with gender and race as between subject variables, both of which were non-significant. A $2*5$ repeated measures ANOVA was then tested on two types of spending behaviors with five athletic identity dimensions as covariates. Significant interaction effect was detected between spending behaviors and appearance driven identity dimension. Main effects were also detected for spending behaviors, sports as identifier dimension, appearance driven dimension, and goal driven dimension. More specifically, college students engage in wearing clothes with logos more than spending money regularly. To further understand the interaction and main effects detected, two multiple regressions were conducted on both spending behaviors. Results show that while sports as identifier dimension positively predicted wearing clothes with logos and spending money regularly, appearance driven dimension and goal driven dimension negatively predicted spending behaviors.

These results illustrate that athletic identity is a multidimensional construct and different dimensions of athletic identity need to be understood differently in terms of consumer behavior.

Student Memberships of Professional Associations: A Social Exchange Theory Perspective

Swarali Patil, Western University

Jeff Farr, Frostburg State University

Ehren Green, University of Louisville

Georgia Teare, University of Ottawa

Poster

Teaching

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Professional associations provide many services to their members including, scholarship opportunities, access to academic journals, professional development programs, and networking (Bauman, 2008; Gruen, Summers, & Acito, 2000; Walsh & Daddario, 2015). Though students are often encouraged to join professional associations and attend meetings and annual conferences (Cottrell, Girvan, & McKenzie, 2009; Mata, Latham, & Ransome, 2010), limited empirical evidence exists on the role of graduate students in professional associations and their motivations to join and retain membership status once they transition from students to professionals (Desmond & Symens, 1997; Dickie & Saitgalina, 2014; Green, 2002; Hughes et al. 2016; Mata et al., 2010; Slack, 1995). Within the field of sport management, only one study has explored the factors that impact individuals' decision-making to join professional associations, though the focus was on professional members (Chen, 2004). Therefore, the purpose of this study was to provide a better understanding of student motivations and perceptions of the value of belonging to professional associations, specifically in a sport management context.

This study was framed by Social Exchange Theory (SET), which posits that any relationship involves the exchange of resources (Homans, 1958). To maintain the relationship, perceived benefits accrued must outweigh associated costs (Stevens, 1993). SET has been used in various studies of professional membership associations (e.g., Alotaibi, 2007; Cafferata, 1979; Yaeger, 1981).

Case study methodology (Stake, 2006) was used to explore students' motivations to join and maintain membership in one sport management professional association (i.e., NASSM). Data was collected through an online survey instrument in April and May 2021 (n = 74). All current student members of NASSM were included in recruitment. In addition, an invitation to participate was sent to administrators of sport management graduate programs in North America, to forward to their sport management graduate students (to reach non-members).

Findings reveal expected tangible benefits that motivated participants to join NASSM including, the ability to attend the annual conference and present their research, the opportunity to network with experts and peers in the field, and access to professional development sessions. Tangible and intangible costs associated with the membership included financial costs, time commitment needed, and the added stress of balancing the requirements of a NASSM membership with those of the graduate program. To improve the value of their membership, participants recommended NASSM provide student members with additional opportunities to network, assistance with preparing for the job market, discounts on conference registrations, and the opportunity to volunteer with the conference.

This study provides a clear picture of student members within a professional association in the sport management context. Overall, findings indicate a perceived net benefit that motivate students to join NASSM. Our presentation will offer recommendations with action items, that can help improve the perceived value of the NASSM student membership, which could potentially impact students' decisions to transition into professional members following their studies. Findings, limitations, and directions for future research will also be presented.

Sport brand association types in the absence of brand logos

Minseok Cho, University of Houston

Michael Cottingham, University of Houston ADVISOR

Don Lee, University of Houston ADVISOR

Poster

Marketing

Poster Presentation 1

Branding

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

The term “brand” denotes diverse features such as a name, design, or symbol (i.e., logo) that distinguish one product from another. In marketing, the presence of brand logos provides visible markings to help ensure consumptive benefits such as prestige and status (Erdem, et al., 2006). Recently, there has been an emerging trend of anti-brand-logo marketing in the consumer goods segment. The term for this is ‘no-brand’ or ‘brandless/logoless’ branding (Aaker, 2011). This marketing tactic’s goal is to offer consumer goods with affordable price, while keeping styles and self-expressive benefits, without using brand logo (Aaker, 2011). Schwab (2017) indicated that such brandless products have a price advantage because traditional branded goods are sold at around 40% higher price (i.e., ‘brandtax’).

Contrary to the emergence of logo-less branding across disciplines, to our knowledge, no research has covered this topic within the realm of sports. Additionally, branding in the context of sports occurs at varying levels including product, player, team, and league levels. Thus, it creates a unique sport marketing environment. It would benefit brand managers, who work in the sports industry, if empirical research provide them with more guidance indicating how brandless tactic could be implemented.

Several approaches can be used to explore the effect of logoless branding. First, cross tabulation can be used to descriptively analyze the relationships between the level of reliance on brand logo (high logo reliance vs. low logo reliance) and other (non-logo) brand association types. This approach will explain sport consumer brand association types between sport consumers who heavily rely on brand logos (as opposed to less dependent on brand logos) in their consumptive behaviors. Then, inferential statistics such as multivariate analysis of variance can be applied to test: what aspects of brand association types do sport consumers perceive as important when they exhibit varying levels of logo-reliance? From a measurement point of view, existing sport brand association scales (Gladden et al., 2002; Ross et al., 2006) can be utilized, which are extended from Keller’s (1993) conceptual framework of ‘brand associations’. These scales have provided a wide array of association types that team sport followers frequently identify. Target population will be individuals who purchase licensed sport merchandise with at least minimal level of brand awareness (a minimal sample size of around 300-400).

In summary, after our comprehensive review of existing (no-brand specific and branding in general) literature, we identified that the emerging trend of no-brand branding practice and research have been completely absent in sport context. The role of brand logos in sports marketing is essentially imbedded in its branding process due to the fact that sports products and its related services are often symbolic. Yet again, systematic investigation on this emerging sports marketing trend (logoless sport branding) has not been sufficiently developed. This vacancy leaves sports marketing trend obsolete. Thus, this presentation will focus on conceptual understanding of logo-less branding trend as well as its potential application to the sport industry. Directions for empirical research of the framework will then be further explored.

Sport Management Students' Beliefs and Awareness of Environmental Sustainability

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Teaching
Poster Presentation 1

Professional Development
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

The relationship between sport and the environment is bi-directional (McCullough et al., 2020). Sport management professionals must address this relationship and find solutions to the negative impact on the environment (Dolf & Teehan, 2015) for sport to continue and thrive in these changing ecological conditions (Orr et al., 2020). Additionally, sport management students need to be aware of these issues as they complete their education and pursue their professional careers to be better prepared to address adversely impact the sport industry (Casper & Pfahl, 2012). The growth of educational opportunities is a continued need for developing a thorough awareness and understanding of environmental sustainability across the sport industry (Graham et al., 2018; McCullough & Pelcher, 2021). As Mercado and Grady (2017) point out, it is imperative to understand the students' awareness of environmental sustainability. Such an assessment serves as a starting point to redesign curricula to prepare students to respond to such issues in their sport careers.

Casper and Pfahl (2012) examined undergraduate sport administration and recreation students' environmental values, beliefs, and norms (VBNs), providing a preliminary understanding of their ecological viewpoints. The purpose of this study is to advance Casper and Pfahl's work by examining the VBNs of next generation of sport employees (i.e., undergraduate and graduate students) across North America. The theoretical framework is based on Stern and colleagues' (1999) Value-Belief-Norm theory (VBN). The following research questions guide this study: 1) What level of understanding do sport management students have of environmental sustainability issues, 2) What are sport management students' beliefs about sustainable business practices (including sport organizations), and 3) Do students believe environmental sustainability knowledge is important for their professional career?

It is hypothesized that sport management students will strongly believe that sport organizations should incorporate environmental sustainability into their operations (compared to non-sport organizations). Therefore, a survey was developed (built on Casper and Pfahl's research) and used a snowball technique via the NASSM list-serv and professional contacts (e.g., sport management educators) to solicit help for distribution. At the time of the writing of this abstract, 523 student responses (69% undergraduate and 31% graduate) have been received from higher education institutions across North America, representing 24 states and territories. Cronbach's alpha has shown the question groups to be reliable. A combination of descriptive statistics, MANCOVA, and multiple regression will be used to analyze the data.

The study is in progress, and preliminary analysis indicate that students expect sport organizations to implement environmental sustainability practices into daily operations more so than other organizations. Additionally, students responded that they are aware and participate in sustainable initiatives (e.g., recycling) at sports events and want to work for a sport organization that promotes environmental sustainability. This research assesses environmental sustainability awareness and beliefs, providing meaningful data that can assist higher education institutions to develop better curriculum to prepare students for careers in the sport industry. We will share the complete data analysis and the educational and practical implications of the findings during the presentation.

Sport Volunteerism during COVID-19: Weighing Career Interests against Public Health Risks

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Jennifer Willett, Kennesaw State University

Christine Green, George Mason University

Poster

Socio-Cultural

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

To assist with mega sporting events, the sport industry relies heavily on volunteers. College students make up the group most likely to volunteer for sporting events. Up until the NCAA called off 2020 Final Four due to the COVID-19 pandemic, students planning to volunteer had to weigh their personal safety against the benefits they might gain from volunteering. Such a conflict provides a novel opportunity to study how college students' health preventive factors affect their career pursuit behavior, exemplified as volunteering intentions for a sporting event (Bang & Lee, 2014).

Ajzen's theory of planned behavior (1987) consists of three components - people's attitudes toward behaviors, their perceived subjective norms toward behaviors, and their perceived behavior of control. The role of perceived behavioral control becomes more critical for college students' volunteering, especially during the COVID-19 pandemic when health-related factors were likely to impact their behaviors.

Volunteers' health literacy explains their ability to gain, understand, and analyze information about a pandemic (Nutbeam, 2000). Volunteers' perceived susceptibility to virus infection refers to their risk assessment of being infected with the virus (Katz et al., 2012). Lastly, volunteers' social consciousness refers to an individual's perceived sensitivity to how the surrounding environment and its members are affected by specific social issues and realization of how their behaviors around the issue affect others and vice versa (Schlitz et al., 2010). This study aims to identify how college students' intentions to volunteer for a sporting event vary according to their COVID-19 health literacy and perception of their own susceptibility to COVID-19. In addition, the study aims to determine how college students' intentions to volunteer for a sporting event differ by their social consciousness. Career-related factors (i.e., attitude of volunteer, perceived subjective norms, career orientation) were controlled to isolate the effects of health preventive factors and social consciousness on students' intentions.

Convenience sampling was used to distribute the online survey to sport management students from eight universities. The final sample consists of 284 males (68.4%) and 131 females (31.6%). The sample's average age was 22.6.

ANCOVA resulted in a statistically significant univariate effect of health literacy on volunteer intention, $F(1, 404) = 4.05$, $p = .05$. A statistically significant univariate effect of susceptibility of the virus on volunteer intention was also found, $F(1, 404) = 4.07$, $p = .04$. Lastly, researchers found a statistically significant effect of social consciousness on volunteer intention, $F(1, 404) = 9.86$, $p < .01$. No interaction effects were significant. As for covariances, career orientation and subjective social norms were statistically significant ($p < .001$). The students who had higher health literacy and susceptibility to the virus had higher intentions to volunteer ($\beta = 0.41$ & $\beta = 0.41$, respectively). Social consciousness had the opposite effect, as those with higher levels of social consciousness had lower volunteer intentions ($\beta = 0.65$). The COVID-19 pandemic has opened an issue for discussion - how individuals' interests should be balanced with public health interests (American Medical Association, 2020). More details regarding measures, discussion, and practical implications will be presented.

Esports and Energy Drinks: Marketing, Consumption, and Health Impacts

Haozhou Pu, University of Dayton

Dana Roscoe, University of Dayton

Diana Cuy Castellanos, University of Dayton

Poster

Marketing

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Energy drinks represent one of the fastest growing beverage industries and consists of a global market size of more than \$86 billion expected by 2026 (Allied Market Research, 2019). Energy drinks are typically high-sugar and high-caffeine beverages and are promoted as products providing mental and physical stimulations. Energy drink companies are capitalizing on the popularity of esports by holding a prominent place in the esports world with a diverse set of marketing and branding activities across multiple platforms. Brands such as Red Bull, Monster, 5-Hour Energy, and G Fuel have been proactively targeting esports and gaming communities through a variety of promotion strategies including sponsoring esports tournaments, partnering with esports teams and players, and placing ads in streaming broadcasts and social media.

Energy drink products specifically target esports and gaming communities due to an alleged link between energy drink consumption, emphasizing the "cognitive enhancing effects" in gaming performance. The younger demographics of the esports participants also match the core consumer base of energy drinks, making it appealing for marketing initiatives aimed at young people (Stout, 2015). Furthermore, extensive marketing campaigns aimed at "fueling up the gamers" have made energy drinks an important figure in today's gaming culture (Lopez Frias, 2020). Despite the growing interactions between energy drinks and esports, little is known regarding the esports community's knowledge, perception, and consumption of energy drinks. This information is critical, however, as an accumulation of evidence has suggested the adverse health impacts of energy drinks consumption (e.g., risk-taking behaviors, anxiety, insomnia, adverse cardiovascular effect) (Breda et al., 2014). Moreover, energy drinks are gaining significant popularity among adolescents and young gamers, whose health is typically more susceptible to the aforementioned negative health consequences (Francis et al., 2017). Research further suggests that people might use energy drinks without knowing or understanding the beverage ingredients and their potential health risks (Costa et al., 2014).

In response to growing calls to examine the health-related behavior of sport consumers (Ireland et al., 2019; Teal et al., 2020), particularly the esports community (Kelly & Leung, 2021), this study extends current knowledge to investigate the interrelationships between esports and energy drink consumptions. The goal of this research is threefold: First, the study seeks to identify the main patterns and themes of energy drinks' branding efforts in esports. A content analysis will be adopted to assess the energy drink brands' use of streaming platform (e.g., Twitch) as a means of engaging with or interacting with esports communities. Second, qualitative semi-structured interviews will be conducted to examine esports participants' (i.e., players and spectators) knowledge, perception and motives for consuming energy drinks (Costa et al., 2014), as well as the specific impact of energy drink-linked marketing efforts on their behavior (Kelly & Van der Leij, 2020). Third, a cross-sectional survey will be administered to assess esports participants' consumption of dietary ingredients (e.g., sugar, caffeine...) in energy drinks (using an adapted BEVQ-15 screener) and its health implications. This study is currently in progress and the final findings will be presented at the conference.

Promoting Civic Participation among Mandatory Volunteers: The Roles of Organizational Climate Factors, Attitudes, and Self-Efficacy toward Service

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Cindy Lee, West Virginia University

Mi Ryoung Chung, Florida International University

Poster

Management

Poster Presentation 1

Volunteers

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Numerous post-secondary institutions in North America and beyond have established community service programs that encourage, and in some cases require students to engage in community service (Meyer, Neumayr, & Rameder, 2019). While this community service is not totally voluntary, their mandatory service can lead to future intention to engage in volunteering and other forms of civic action. Future civic engagement is based on the feelings of self-fulfillment through their volunteering experience (Barber, Mueller, & Ogata, 2013). If students find prosocial values in their contribution rather than merely fulfilling the required volunteer task, their mandatory service may lead to future volunteer intentions (Stukas, Snyder, & Clary, 1999).

Although research has focused on volunteer motivations and their influences on various outcome variables, there is a paucity of research into organizational climate that improves mandatory volunteers' job satisfaction, which further develops a sense of civic responsibility. This study attempted to investigate the effects of perceived organizational support (POS) and role clarity on volunteer satisfaction, the mediating role of attitudes toward volunteering in the relationship between volunteer satisfaction and attitudes toward civic participation, and the moderating role of self-efficacy toward service in the relationships between POS, role clarity, and volunteer satisfaction among mandatory volunteers. The sample consisted of 468 college students from a medium-sized university in China, who volunteered for an international sporting event. The participants were invited to participate in an online survey after the event. The survey included 6 sub-sections: POS (3 items; Rhoades & Eisenberger, 2002), role clarity (4 items; Rizzo, House, & Lirtzman, 1970), self-efficacy toward service (5 items; Weber et al., 2004), volunteer satisfaction (4 items), attitudes toward volunteering (3 items; Ajzen, 1991), and attitudes toward civic participation (6 items; Weber et al., 2004). All responses ranged from Strongly Disagree (1) to Strongly Agree (5), using a 5-point Likert-type scale. The survey also contained demographic items such as sex, age, and college year. The sample consisted of 75.6% females ($n = 354$), with a mean age of 19.48 ($SD = .96$). Approximately 4.1% were freshmen, with 65.6% sophomores, 28.4% juniors, and 1.9% seniors. The results of structural equation modeling showed that POS ($\beta = .22$; $p < 0.001$) and role clarity ($\beta = .61$; $p < 0.001$) predicted volunteer satisfaction. Volunteer satisfaction positively influenced attitudes toward volunteering ($\beta = .80$; $p < 0.001$), which linked to attitudes toward civic participation ($\beta = .37$; $p < 0.001$). Self-efficacy toward service moderated the associations between POS and volunteer satisfaction ($\beta = .13$, $t = 3.68$, $p < .001$) and between role clarity and volunteer satisfaction ($\beta = .09$, $t = 2.60$, $p = .010$), highlighting its essential role in strengthening the effects of organizational climate factors on volunteer satisfaction. POS and role clarity might be beneficial for mandatory volunteers to increase their self-efficacy and volunteer satisfaction.

These findings add substantially to our understanding of mandatory volunteering about how to enhance volunteering attitudes to increase their intention to continue participating in civic activities.

The Effects of Sports Content Creators' Public Trust on Viewers' Immersion, Satisfaction and Viewing Intention

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Poster

Marketing

Poster Presentation 1

Consumer Behavior

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

In the recent years, 'new media' has increasingly gained popularity and has become a new type of entrepreneurship. Consequently, the influence of media content creators is on the constant rise as well as becoming a highly recognized occupation (Park, 2020). Recognized creators and their productions are expanding their territory to the traditional televised channels and vice-versa, which displays their increased influence on the overall media industry (Lee, 2019). Sport channels are also in align with such trend, with thousands of individual channels on YouTube, producing various contents related to sports. Also, well established channel such as ESPN actively distribute contents on YouTube to its 8 million subscribers (YouTube, 2021). Yet, in times where little gatekeeping or requirements are present in creating sports contents, the issue of trust on creators must be a construct of interest within such platforms, which has been widely neglected. Thus, the purpose of this study is to examine the public's trust on sports content creators, and its effect on their overall level of immersion, satisfaction, and viewing intention, and to provide theoretical and practical implications for future research and practice.

Public trust is defined as receiver-aware expertise and reliability as communicator characteristics that affect communication effects (Hovland & Kelly, 1953). Provocative, uncensored contents on platforms in the sole purpose of attracting views and profiting have the potential to jeopardize this type of trust, degrading the overall quality of contents. While trust is an important factor that affects consumers' immersion and satisfaction (Zhao & Kim, 2020), literature on trust contends that it is also predicts attitudes and purchase (Bickart et al., 2001). Therefore, it can be assumed that trust may be the key factor that viewers value when consuming sport contents on online platforms.

Adults who regularly consume sport contents over online platforms were asked to participate in April 2021, South Korea through online questionnaire. Total of 350 samples were collected and utilized for analysis, using SPSS. The multiple regression models to assess the effect of public trust on immersion, satisfaction, and viewing intention was significant (R^2 ranging from 31.2% to 46.0%). The results indicated that the factors of public trust (reliability, trustworthiness, dynamism) were significant predictors of the outcome variables. Additionally, t-test was performed to examine the gender difference on variables. Overall, with the exception of dynamism factor, male viewers had significantly higher level of reliability ($t=2.85$, $p=0.005$), trustworthiness ($t=2.51$, $p=0.013$), immersion ($t=2.35$, $p=0.020$), satisfaction ($t=3.56$, $p<0.001$), and viewing intention ($t=2.650$, $p=0.009$). The results confirm our assumption that public trust will have positive effect on desired outcome variables. Thus, it can be said that creators can consider establishing a good trust with their viewers in the long-term, rather than focusing on volatile subjects to lure in viewers. Such trust can be expected to play a foundational role in increasing subscribers and number of views. Furthermore, specific measures are called for to attract female viewers who are relatively distant from sports contents. Additional implications for future research are also discussed.

Identifying Constraints Associated with Spectator Attendance of CTTSL Game Events

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Poster

Marketing

Poster Presentation 1

Consumer Behavior

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Established in 1995, the Chinese Table Tennis Super League (CTTSL) was a professional sport league built on the success of the Chinese national team and popularity of the sport's mass participation. Currently, CTTSL consists of a total of nine men's and six women's teams whose rosters are made of the best players in China and around the world, indicating the superior quality of game competitions (Zhang & Wang, 2020). However, a baffling reality is that the league's spectatorship is extremely low, oftentimes only filling up a very small portion of an arena. Previous studies have focused on the reasons that cause and channel consumers to attend professional table tennis events (e.g., Liu, 2015). Although the findings of these studies shed light on why people attend game events, they do not address why people do not. The purpose of this study was to identify constraining factors associated with the consumption of CTTSL game events.

Based on a review of literature, a questionnaire was formulated with two sections: (a) spectator constraints and (b) game consumption. For sample description purpose, sociodemographic variables were also measured. Items measuring constraints were adapted mainly from the Constraints on Sport Consumption Scale, which was developed by following Crawford and Godbey's (1987) framework for studying leisure constraints (Kim & Trail, 2010). Four internal constraints (no interest from others, lack of someone to attend with, lack of knowledge, and lack of success) and four external constraints (participant sport alternatives, leisure alternatives, transportation, and sport entertainment) factors were chosen for the study. As the original scale was developed in North America, linguistic modifications were made to properly reflect the CTTSL context. Game consumption variables included the number of live-event games attended and broadcasted games watched during the just-ended season. Content validity of the questionnaire was examined by a panel of five experts in terms of item relevance, representativeness, and clarity. Final items were retained based on 80% agreement among panel members. The questionnaire in Chinese language was administered in table tennis clubs, community recreation centers, and university classes after the ending of a recent competition season.

Upon completing the informed consent form, respondents (N=429) voluntarily participated in the study. After conducting a confirmatory factor analysis to verify measurement properties of the constraint measure, structural equation model analyses were conducted. The constraints factors were not found to affect live-event games attended and lack of knowledge was found to be negatively associated with broadcasted games watched ($\chi^2/df = 1.655$, CFI = .944, RMSEA = .046, RMSEA = .042). Based on a thorough review of literature, it appears apparent that sport consumer constraints studies had been primarily conducted western countries.

The findings of this study indicate that constraints identified in western countries should not be automatically assumed to influence CTTSL consumers. Future investigations are necessary to conduct qualitative inquires and build on themes and assertions emerging in inductive reasoning processes so as to formulate feasible marketing strategies that specifically meet the needs and wants of current and potential CTTSL game event attendants.

Influence factors on future behavioral intentions of Trail Running participants

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Poster
Marketing
Poster Presentation 1

Service Quality
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Trail running organizers are increasingly exploiting the economic benefits associated with their events. The extant research on trail running has examined environmental impact (Havlick et al, 2016), participant demographics (Jimenez-Rubio, 2015), motivating factors (Gaffar et al, 2018), and factors influencing travel to participate (Aicher & Newland, 2017). However, research on consumer behavior in trail running is still in its infancy. One area in need of further exploration is service quality and the perceived value associated with trail running. Understanding perceived quality and participant value of an event is informative for sport event organizers, athletes, destination marketers, and tourist operators. The global market of active sport tourism (Gibson, 2005) not only has multiplied the offer of trail running events, but also has developed a critical mass of well-informed consumers (i.e., trail runners) who demand a quality event experience. Therefore, this study examined the interrelationships among the perceived quality of the event, the perceived value, satisfaction, and behavioral intention in a trail running event. In addition, the study explored participants' perceptions of satisfaction through cluster analysis.

The study draws from the literature on perceived service quality (Shonk & Chelladurai, 2008), perceived value (Zeithaml, 1988), satisfaction (Guntoro & Hui, 2013), and future intention (Chen & Tsai, 2007; Quintal & Polczynski, 2010). Items on the 6-point Likert scale were developed and adapted from Angosto et al (2016). Categories on the scale include (1) perceived quality of the event, encompassing five subdimensions (e.g., communication, personal interaction, logistics, complementary services, and environment); (2) perceived value of the event (Hightower et al., 2002); (3) satisfaction with the event (Pérez-Campos et al., 2010); and (4) future intentions with the event (Zeithml et al., 1996). Cronbach's alpha for each category of the scale ranged from 0.952 and 0.967. Respondents included 895 participants in a trail running event that took place in a popular tourist destination in the southeast part of Spain. The online questionnaire was sent to the participants' email after the race was completed. Confirmatory factor analysis was performed with SPSS AMOS 22.0 and cluster analysis with SPSS 22.0.

Results revealed good model fit ($\chi^2(2.847) = 22.779$; $p < 0.001$; CFI=0.998; RMSEA=0.045) (Hair et al., 2014). The subdimension personal interaction showed the largest influence on the overall perceived quality of the event ($\beta = 0.356$, $t = 12.249$, $p < 0.001$), while satisfaction with the event ($\beta = 0.464$, $t = 16.837$, $p < 0.001$) and perceived value of the event showed significant influence in future intentions. Cluster analysis revealed three groups (Satisfied, Indifferent, and Discontent) according to their level of satisfaction. The Indifferent group was the largest ($n = 359$) followed by Satisfied ($n = 356$). The personal interaction ($\text{Sat} = 5.82 \pm 0.3$) and environmental ($\text{Sat} = 5.71 \pm 0.4$) subdimensions were best evaluated by the group Satisfied resulting in high future intentions regarding the event ($\text{Sat} = 5.81 \pm 0.4$).

Results from the study highlighted the importance of service delivery by event staff and volunteers along with overall interactions and interface with trail runner participants. In addition, the study revealed the importance of environmental factors that event organizers must be aware of and control for. Finally, implications and future research issues were discussed

**Navigating institutional complexity in innovation adoption:
A multiple case study of developing collegiate eSports programs**

Landy Lu, University of Minnesota - Twin Cities
Kathryn Heinze, University of Michigan - Ann Arbor

Poster
Management
Poster Presentation 1

Organizational Change
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Collegiate eSports has experienced a significant surge of interest and participation. Since 2014, over 170 universities and colleges - ranging from smaller, private institutions to larger, public ones - have developed collegiate eSports programs (Pizzo et al., 2019). These programs are a type of innovation, defined as a novel approach “that is new to the adopting organization” (Damanpour & Schneider, 2009. p.497). Innovations give rise to organizational uncertainty and ambiguity, due to their inherent “newness.” These challenges are amplified when there is institutional complexity, as in the case of collegiate eSport. In developing new eSports programs, universities and colleges must navigate complexity stemming from multiple institutional logics (i.e., logic of amateurism, logic of commercialism) operating across levels (e.g. organizational field, inter-organizational, organizational). For example, at the organizational field level, schools have to cope with different sport/eSport governing body (e.g. NCAA, NACE) regulations regarding amateurism and commercial exploitation (Brand, 2009). At the inter-organizational level, schools need to respond to heterogeneous stakeholder expectations (e.g., eSports publishers, sponsors, broadcast entities, advertisers) (Southall & Dwyer, 2009). At the organizational level, schools must address internal challenges in governing across eSports and traditional college sports, which tend to vary in terms of resource capacity, student-athlete recruitment, engagement, training, and governance (Pizzo et al., 2019).

Sport management scholars have begun to examine how organizations respond to institutional complexity within contexts such as sport for development and peace (Svensson, 2017), professional sport (Nite et al., 2020), and the corporate arena (Baumann-Pauly et al., 2015). This scholarship reveals some ways that sport organizations cope with tensions and conflicts at the organizational level. We know less about how organizations manage institutional complexity that manifests across levels, particularly with respect to innovations in sport when the organizational approach may have implications for the success of a new program or practice. To address this gap, we investigate how universities and colleges navigate institutional complexity (operating through field-, inter-organizational, and organizational-levels) in developing new eSports programs. In particular, we explore structural and cognitive aspects to how schools accommodate different logics.

We employ an inductive, multi-case study approach. Our cases include four schools that have adopted eSports in the last three years, and have programs housed in athletic departments. This approach allows us to conduct an in-depth examination of programs at a similar stage and structural location in the organization. Our core data sources include first-hand interviews with key stakeholders involved in developing eSports programs (e.g., presidents, athletic directors, coaches, eSports program directors, eSports athletes), organizational documents, and media reports. We will draw on Gioia et al’s (2013) holistic, inductive approach in analyzing the data. This study contributes to the growing literature on institutional complexity in sport by shedding light on how organizations manage tensions stemming from multiple logics and levels around innovations in sport.

The Differences in e-Sport Spectatorship Behavior between Fans with Collectivism and Individualism Cultural Background

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Moonsup Hyun, Utica College

Soonhwan Lee, Indiana University - Purdue University Indianapolis

Poster

Marketing

Poster Presentation 1

Consumer Behavior

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

The electric sports event (e-sports) has become one of the popular recreation activities around the world. Regardless of whether e-sports is considered as a field of sport in the traditional sense, the number of people enjoying e-sports as a recreational activity and the size of the e-sport industry have been increasing rapidly (Hallmann & Giel, 2018). For this reason, many sport management researchers have been interested in the motivations for watching e-sports events. For example, Pizzo et al. (2018) investigated e-sport consumers' motivation using the traditional sport consumers' motivations. In the field of communications, on the other hand, researchers attempted to understand media audiences' behavior drawing on Use and Gratification Theory (UGT) (Rubin, 2009).

The framework of this study was developed based on the UGT which explains that the audience consumes media to gratify an individual's needs. The needs of the audience can be categorized into five: cognitive, affective, personal integrative, socially integrative, and tension release needs (Sjoblom & Hamari, 2016). Viewing behavior (e.g., online streaming and TV) occurs when an audience believes that a media content would meet her/his needs. As viewers' needs are satisfied by media contents and viewers feel satisfied, there will be an increase in weekly watching hours (Sjoblom & Hamari, 2016; Hilvert-Bruce et al., 2018). In addition, as a result of the UGT process, viewers' psychological involvement with the contents they are consuming increases. According to Tal-Or and Cohen (2010), viewers' involvement can be specifically composed of media identification and media transportation. Media identification refers to the concept of identifying oneself with a character appearing in the media (Baker, 2005), and media transportation refers to a phenomenon in which the viewer concentrates and moves oneself into the media narrative (Green & Brock, 2000). Following previous researchers' enthusiasm to understand e-sport consumer motivations, we propose a research question in the current study that aims to explore the motivation of e-sports event media consumers and how the five different needs of consumers impact viewers' behavior, such as watching hours, media identification, and media transportation. Most consumption behaviors are based on the consumer's cultural background (Mooij & Hofstede, 2009). In addition, unlike many traditional sports that were developed in Western cultures and transferred to Eastern cultures, e-sports were born simultaneously in the East and West. Of significant note, the culture of enjoying e-sports has been developed through mutual exchange between two cultures. As such, we propose another research question that seeks to understand the differences in motivation and consumption behavior of e-sports event viewers between people with Collectivism and Individualism cultures.

To answer these research questions, we will measure UGT motivations (Sjoblom & Hamari, 2016), weekly hours watching e-sports events, and psychological outcomes (i.e., media identification and media transportation; Tal-Or & Cohen, 2010). PLS-SEM will be applied to answer the first research question, and multigroup PLS-SEM will be adopted to verify the cultural differences in viewer behavior. This study anticipates contributing to literature and practices in the e-sports industry by clarifying cultural differences in audience motivations and consequent behaviors.

Athlete to Referee Career Path

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Claire Zvosec, *Louisiana State University*
Vanessa Bright, *East Carolina University*

Poster
Management
Poster Presentation 1

Human Resource Management
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Referees are an essential part of sport; yet the referee population is declining across all sports (Ridinger, et al., 2017; Tingle et al., 2021; Warner et al., 2013; Zvosec, et al., 2021). For example, in Texas 80% of officials quit after two seasons, and 70% of new youth soccer referees in South Carolina quit after one season (Barnhouse, 2018). The referee decline is not limited to the U.S., but rather is a global sport industry issue (Cuskelly & Hoyer, 2013; Kellett & Warner, 2011; Webb et al., 2020). Such decline is problematic for the sport industry, and the need to better recruit and retain referees is paramount. Therefore, the purpose of this study is to better understand athletes' perceptions of the refereeing experience. This could be key to addressing the current referee shortage as athletes may be especially primed to become referees.

Athletic career termination is usually a step towards an individual's identity shifting from athlete to non-athlete (Brown et al., 2018; Hickey & Roderick, 2017). After an athletic career, both an individual's identity and their career path shift. Similarly to Kadlcik and Flemr (2008), Cabrita et al. (2014) narrowed athletes' post-athletic career search to one of two paths: sport-related or sport-unrelated. Sport-related professions allow an athlete to continue to fine-tune sport-related skills while sport-unrelated professions do not. Considering this, Prus' (1984) Career Contingencies Model provided the theoretical framing for this study. The model details factors that influence how individuals become involved with a career, why they continue, why they quit, and why they may choose to resume the career after quitting. This Career Contingencies Model occurs through four phases: initial involvement, continuity, disinvolvement, and reinvolvement. This study mainly focused on initial involvement as this stage is a fundamental first step to addressing the referee shortage.

Utilizing a descriptive phenomenological approach, 23 current and former athletes took part in semi-structured video interviews based on their lived experience as an athlete and perceptions of the refereeing experience. Descriptive phenomenology was used to categorize the subjective lived participant experiences relate to the phenomenon of being an athlete, without inserting any of the researcher's biases (O'Halloran et al., 2018). The researchers analyzed the data using inductive thematic analysis, with both open and axial coding (Creswell, 2007; Sundler et al., 2019). Four main themes regarding athletes' perceptions of refereeing emerged: Time, Lack of Knowledge and Support, High Stress Environment, and Financial Barriers. These factors served as barrier to more athletes considering the refereeing roles and referee recruitment. As athletes' identities shift after their "playing days" are over, post-athletic career paths are sport-related or sport-unrelated (Cabrita et al., 2013). For retired athletes who are interested in maintaining some sport-related identity, consistent with Zvosec et al.'s (2021) findings, officiating maybe an avenue to stay attached to sport. This study contributes to sport managers knowledge regarding athletes' perceptions of the barriers to officiating. Through identifying athletes' barriers to officiating, practical and theoretical implications for improving referee recruitment will be provided.

An examination of awareness of naming rights and jersey sponsors

Terry Eddy, University of Windsor
Zachary Evans, University of Windsor

Poster
Marketing
Poster Presentation 1

Sponsorship
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Naming-rights and jersey sponsorships have become important revenue sources for sport organizations; however, little research has focused on analyzing the two in a single context. The National Basketball Association (NBA) is one such relevant context since naming-rights sponsorships have been prevalent for decades (with all but one arena currently corporately named), and they became the first Big 4 North American league to allow jersey sponsorships in 2017 (Kwak & Pradhan, 2019). Given the substantial costs of these sponsorship opportunities (Bassam, 2019) and the importance of demonstrating return on investment (Jensen & Cobbs, 2014), sponsors and properties need to understand how fans react to each. Since sponsor awareness is considered a pre-requisite to most sponsor outcomes (Martin et al., 2020), the purpose of this study was to assess sponsor awareness for jersey and naming-rights activations.

Mere exposure (ME), a framework frequently used for studying sponsor awareness, suggests that repeated exposure to a stimulus can enhance its recall (Wakefield et al., 2007). Repeated exposure is frequently achieved via brand experience, and individuals are more likely to correctly recall brands they have used before, thus suggesting increased awareness (Baumann et al., 2015). Similarly, fans with high team identification generally consume more games than those with low identification (Eddy, 2014), which may increase their exposure to team sponsors. Additionally, highly-identified fans are more attentive, and think more elaboratively about the game, which can also increase awareness of the brands they observe during the game (Pontes et al., 2021). Therefore:

- H1: Clients of the sponsors will have higher sponsor awareness than non-clients
- H2: The high team identification group will have higher sponsor awareness than the low identification group

In the context of the current study, the naming-rights sponsor's extensive portfolio of sponsorships may increase its visibility and exposure among multiple market segments, thereby increasing sponsor awareness (Donlan, 2014). The frequency and prominence of ad placements can also increase sponsor awareness (Breves & Schramm, 2019); in this case, the naming-rights sponsor has logo placements inside and outside the arena, compared to the jersey sponsor's primary fixed placement. Accordingly:

- H3a: Awareness will be greater for the naming sponsor than the jersey sponsor
- H3b: Awareness will be greater for the naming sponsor within each level of team identification

MTurk workers, constrained to a geographic region relevant to the NBA team, were recruited to complete the questionnaire, yielding 331 usable responses. A two-group, post-test only quasi-experimental design was employed that assigned participants randomly to either the naming-rights or jersey questionnaire. Team identification, awareness (aided recall), client status, and demographic variables were collected for each participant. The hypotheses were assessed using two binary logistic regression models with interaction terms. The results suggested that H2 and H3a were supported, while H1 and H3b were not. One factor that appeared to drive the differences in awareness was the particularly low recognition rate among the low identification group in the jersey condition. Additional discussion will be offered on the poster.

Structural Relationship among Job insecurity, Job Satisfaction, and Turnover Intention for Employees in the Sport Service Industry: Focused on Moderation Effect of Perception of Fairness under COVID-19

Seungmo Kim, Hong Kong Baptist University

Bumsoo Park, University of South Florida

Sanghyun Park, Korea National Open University

Adam Love, University of Tennessee

Poster

Management

Poster Presentation 1

Organizational Behavior

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

While the COVID-19 pandemic has had a widespread impact throughout society, the sport, recreation, and tourism industries have faced particularly severe challenges. During the pandemic, international travel has been restricted, sporting events have been suspended, and business operations for recreational facilities have been hindered by closures, reduced hours, and capacity limits. In South Korea, the government swiftly established strict mitigation policies as COVID-19 began to spread in early 2020. The extent of mitigation measures have been continually adjusted since the onset of the pandemic depending on the level of COVID-19 spread in Korea, and such restrictions continue to affect the sport and recreation industries.

Given the challenges imposed by COVID-19 pandemic, the purposes of the current study were 1) to examine the structural relationships among job insecurity, job satisfaction, and turnover intention for employees in the sport service industry in South, Korea and 2) to test the moderation effect of the perceived fairness toward governmental policies and support for COVID-19 among these variables in the sport service industry.

The conceptual model, including four latent variables: (a) job insecurity, (b) perception of fairness (c) job satisfaction, and (d) turnover intention, was developed based on Uncertainty Management Theory (UMT), which underlines the importance of employees' perceived fairness under conditions of uncertainty in an organization (Van den Bos & Lind, 2002).

Data used in the current study consisted of survey responses from 321 sport and recreation managers (average age: 35.4, Male: 59.2%) in Korea between May-August 2021. The validity and reliability of the measurement model were tested by using confirmatory factor analysis (CFA), and the hypothesized model was tested by using structural equation model (SEM). Multi-group analysis was conducted to identify the moderation effects of OJ. All statistical procedures were conducted by using Mplus 7.0.

The results indicated that the model fits of the measurement and hypothesized models were acceptable. The results revealed that job insecurity had a negative influence on job satisfaction ($b = -.368, p = .000$), job satisfaction had a negative influence on turnover intention ($b = .581, p = .000$), and job insecurity had a positive influence on turnover intention ($b = .241, p = .000$). The results of the multi-group analysis showed significant differences between the group with high fairness perception and the group with low fairness perception ($F(1, 19.8), p = .000, df = 8$). There was a significant difference for the path from job-insecurity to job satisfaction between the group with high fairness perception ($b = -.619$) and the group with low fairness perception ($b = -.307$).

These results provide an opportunity for empirical interpretation of the psychological condition of sport service employees during the COVID-19 pandemic. Ultimately, the results revealed that perception of fairness toward support policies moderated the relationships, which confirmed the assumptions of UMT. The study has relevant implications for governmental policy and support under conditions of uncertainty, such as the COVID-19 pandemic.

Comparing Attitudes Toward Activewear between Veiled Muslim Females and Non-Muslim Females: An Application of the Theory of Planned Behavior

Tae Ho Kim, University of North Florida
Wanyong Choi, University of North Florida
Kwang Ho Park, Yonsei University
Jong Eun Lee, University of North Florida

Poster
Marketing
Poster Presentation 1

Consumer Behavior
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Activewear is clothing suitable for physical activities, as it includes both functional and aesthetic attributes (Warner, 2019). In particular, the demand for Islamic modest activewear is growing with an increasing commitment to inclusivity and the pro-hijab movement in the global apparel industry (Lewis, 2018). Various sportswear retailers (e.g., Nike, Asiya, etc.) are responding to increasing expenditures by Muslim consumers on lifestyle and apparel brands (e.g., pro-hijab line in Nike).

However, the majority of activewear firms are Western-based companies, and they need to understand characteristics of modest activewear for Muslim consumers in addition to the needs of non-Muslim consumers in devising design and marketing strategies. Especially for veiled Muslim women, activewear needs to meet the nuances of their cultural and religious values; clothing should be modest, in terms of fit, length, and fabrics (sheerness) (Shaheen et al., 2015). Recognizing the factors affecting Muslim consumers' acceptance of current activewear is imperative to today's marketers. The purpose of this study was to examine veiled Muslim women's attitudes toward current activewear. Specifically, the study was to (a) use the theory of planned behavior (TPB) to examine the relationships among attitude, subjective norms, and perceived behavioral control influencing the purchase intentions of current activewear; and (b) comparing attitudes toward activewear between veiled Muslim females and non-Muslim females.

Methodology and Results

An online survey was conducted by the Qualtrics research service. The inclusion criteria for the veiled Muslim female group were: must be female, at least 18 years of age, must identify as Muslim and must wear a veil (hijab). The non-Muslim female group was also recruited through online survey. 683 useful surveys were collected (Muslim = 328, non-Muslim = 355). The results of confirmatory factor analysis indicated that the items were reliable in measuring the constructs.

A multi-group SEM was conducted using AMOS to compare veiled Muslim females and non-Muslim females. In veiled Muslim females, both attitude toward purchasing activewear ($\beta \leq .41, p < .01$) and subjective norms ($\beta \leq .65, p < .01$) significantly influenced purchase intention, while behavioral control did not significantly influence purchase intention toward modest activewear. In non-Muslim females, all three TPB factors significantly influenced purchase intentions of activewear (attitude: $\beta \leq .52, p < .01$; subjective norm: $\beta \leq .38, p < .01$; behavioral control: $\beta \leq .33, p < .01$).

Discussion and Implications

In non-Muslim females, attitude toward activewear was the most important factor influencing purchasing intentions. This result indicated that female customers in the U.S. were cared more about their attitudes than the others factors (i.e., subjective norm). On the other hand, subjective norm was the most important contributor influencing Muslim females' activewear purchasing intentions. Consistent with prior research (Paulsell, 2011), Muslim females choose to wear modest clothing to publicly claim their Muslim identity or to be recognizable to other Muslims. In addition, the design attributes of modest activewear must be accepted by the Muslim community (family members and friends) for brands to succeed.

Knowledge Management and Transfer Processes for Sport Event Impacts: A Conceptual Model

Erin Pearson, Western University

Laura Misener, Western University ADVISOR

Poster

Management

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

A growing body of sport event research has focused on the concept of event leveraging and advocated for its use as an effective way to strategically plan for event impacts (Chalip, 2004; 2014; 2017; Dickson et al., 2021; Misener, 2015). Governments and related organizations (such as Sport Canada and OECD) are beginning to develop and implement toolkits/frameworks designed to support event organizers with measuring event impacts. Yet, a core challenge in the literature to date, stresses how event leveraging requires organizers to have the requisite knowledge to effectively develop, plan, implement or acquire resources, and to build partnerships required to sustain their intended outcomes (Chalip & Fairley, 2019; Misener et al., 2020; Taks et al., 2015). The field of knowledge management (KM), may offer an opportunity to address this concern.

KM has developed as both a practice and as an area of interest across industries and research. KM can be understood as a transdisciplinary approach to improving organizational outcomes and learning, through maximizing the use of knowledge (Davenport & Prusak, 1998). Over the past two decades, sport management scholars have examined KM and knowledge transfer (KT) processes in the context of sport events (Parent et al., 2014; Schenk et al., 2015; Toohey & Halbwirth, 2005). Few scholars, however, have examined KM/KT frameworks in the context of sport event impacts. For example, Grim-Yefsah and Bucher (2019) proposed a knowledge capitalization system for sport event legacies and Blackman et al. (2017) examined how KM/KT frameworks may be integrated to support the development of human capacity legacies for sport events. Despite these important contributions, there are no conceptual frameworks of how KM/KT frameworks and related theories may be used as an effective approach to support organizers with event leveraging. To understand how sport events may be leveraged, it is critical to understand what knowledge organizers acquire, implement, and transfer to be able to effectively leverage event outcomes.

The purpose of this presentation is to present a conceptual model for examining KM/KT processes for sport event impacts. The proposed model is being developed according to de Groot's (1969) interpretative-theoretical methodology which consists of four qualitative phases: exploration, analysis, classification, and explanation. This approach is beneficial when focusing on an area, such as event leveraging, that is supported by a growing area of research, and for the expansion of sport management practice and theory through combination with other disciplines, such as KM/KT.

This research will have theoretical and practical implications for sport management scholars and sport event practitioners. The proposed model will offer those seeking to leverage events with a framework that outlines what requisite knowledge and KM/KT processes are necessary to effectively use these emerging event impact measures toolkits/frameworks and thereby, help organizers create sustainable impacts. The model will also provide a foundation for further investigation of the KM/KT process for sport event impacts and for empirical examination (test of) the model. Future research may, for example, examine applications of the model across different cultural contexts in which events take place.

Sustainability in Sport: Examining Attitudes Toward LEED Status and Fan Experience

Woojun Lee, Wilkes University

Poster

Facilities/Events

Poster Presentation 1

Sustainability

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

A trend of newly built sports facilities around the world is becoming LEED-certified (Benjamin, 2017). LEED or Leadership in Energy and Environmental Design is now the most widely used green building rating system in the world (Molinski, 2017). Studies have found that, compared with those working in non-green-certified buildings, occupants of green-certified buildings showed higher cognitive function, productivity, and retention rates (Molinski, 2017). Given that, we argued that these results can also apply to a fan's experience in similar ways. Therefore, the purpose of this study is to understand how LEED-certified facilities influence sports fans' experience. Newly built or renovated facilities are likely to be certified by LEED and sports organizations communicate their efforts with fans and the public. However, the relationship between LEED-certified facilities and fans' experience has not been examined yet.

According to the attachment literature, Raymond and his colleagues found the linkages between community attachment and local environmental concern (Raymond, Brown, Weber, 2010). In addition, Trail and his colleagues also developed the points of attachment index (PAI) including attachment to the coach, the players, the school, the community, and sport, and the level of the sport. It is noted that fans' attitudes toward the sustainability issue will be associated with their attachment level (2003). Given that fans' experience at a LEED-certified stadium can influence their overall satisfaction (h1), fan loyalty (h2), attachment (h3), revisit-intention (h4), and the relationship would be moderated by their attitudes toward sustainability issues and awareness of LEED certification (h5). Therefore, the purpose of this study is to examine the relationship between LEED certification and fans' experience and their revisit intention.

Method

The participants were sports fans ($n = 200$) who have attended a sports event at least once in recent years. Participants were asked to complete a questionnaire in which they provide their demographic information and respond to the awareness of the LEED certification, and attitude towards sustainability, fan loyalty (Mahony, Madrigal, & Howard, 2000), the points of attachment (Trail, et al., 2003), post-event fans' satisfaction (Tsuji, Bennett, Zhang, 2007), Continuance Intention (adapted from Bhattacharjee & Premkumar, 2004), and LEED related questions (designed by authors). All items will be measured on a 7-point scale.

The data was analyzed using SPSS. First, items were analyzed for reverse coding, and descriptive statistics and regression analysis for the study variables were performed. We also tested the hypotheses by way of structural equation modeling (SEM) using AMOS software. The results indicated that fans with a positive attitude towards LEED-certified facilities and sustainability are likely to have higher revisit intention and experience higher satisfaction. More detailed results and implications will be presented at the 2022 NASSM conference.

Results show that fans with a positive attitude towards LEED-certified facilities are more likely to be satisfied and to revisit the facility in the near future. Therefore, we can argue that more newly built and renovated facilities should consider getting certified by LEED. This will not only benefit fans' greater experience but also will have a positive impact on our environment and future generation.

Malicious and Benign Envy in Sports: Majority/Minority Relationship

Umer Hussain, Texas A&M University

Poster
Management
Poster Presentation 1

Organizational Behavior
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Introduction and Literature Review. Scholars have previously claimed that the emotion of envy has two faces: benign envy (Van de Ven, 2016) and malicious envy (Lange & Crusis, 2015). Benign envy motivates individuals to upward-targeted behaviors (Lange & Crusis, 2015). In comparison, malicious envy leads to adverse outcomes (Lange & Crusis, 2015). Through the lens of Festinger's (1954) social comparison theory, numerous scholars have argued that sports can be a means for social comparison (Barnes, 2013), causing athletes to show negative emotions, such as malicious envy (Pila et al., 2014). However, there remains a dearth of scholarship in sports management detailing how benign and malicious envy affect various groups differently in a team situation.

Purpose. This study explores the positive outcome of envy for minorities in a group situation through the lens of social comparison theory. In addition, we intend to elucidate the adverse outcomes of malicious envy for the majority racial group. We have taken race as a criterion for defining the majority/minority groups (White vs. Others). We propose the following hypothesis:

- H1. The majority group from the dominant race will face a significant level of malicious envy compared to the minorities in a group situation.
- H2. Minorities will face a significant level of benign envious emotion compared to the majority in a group situation.
- H3. The significant level of malicious envy will lead to negative repercussions for the majority group.
- H4. The significant level of benign envy will lead to an intention to perform better for an athlete.

Method. In this ongoing study, we are collecting data in two phases. In Phase 1, data were collected via Amazon Mturk to establish the validity of the measures via conducting confirmatory factor analysis. Lange and Crusius' (2014) benign and malicious envy scale was adapted to measure envious emotion. Further, Ajzen and Fishbein's (1980) behavioral intention scale will be adapted to measure the intention to perform better. In the ongoing Phase 2, we are randomly enrolling NCAA student-athletes at major US universities in experimental (individuals from minority race) and control groups (individuals from the White race). Participants from both groups would be asked to play one soccer match; after that, they had to complete the validated survey. Hence, participants will take part in the post-test experimental design (Campbell & Stanley, 1963). We will use ANCOVA to measure the relationship between conditions (experimental and control group-IV).

Results. The Phase 1 results showed acceptable model fitness $\chi^2(84) = 229.72$, $\chi^2/df = 2.036$, RMSEA = 0.063, CFI = 0.969. Each latent construct item had a factor loading above 0.6. In addition, all the latent constructs had composite reliability values above the suggested score of 0.7. Phase 2 of this study is ongoing.

Implications. The proposed study theoretically contributes to the social comparison theory by expounding on a counter-intuitive understanding of how social comparison within the groups can cause a positive behavior for the minorities in the sporting context. In addition, the study gives guidelines to the sport managers on how to use the concept of envy to get positive outcomes.

Name, Image, and Likeness Effects on Team Dynamics in Women's College Sports

Hailey Harris, Texas A&M University

Natasha Brison, Texas A&M University ADVISOR

Poster

Management

Poster Presentation 1

Other

Thursday, June 2, 2022, 2:20 PM - 3:20 PM

The recent passing of name, image, and likeness (NIL) legislation has allowed collegiate athletes to take an active role in their endorsement and branding efforts. Although social media previously has been utilized by athletes to control their own narrative, NIL allows athletes to use their name, image, or likeness to endorse products via various mediums and to receive compensation (Mickles, 2021; Su et al., 2020). In theory, this is a positive business deal for collegiate athletes. However, there are hidden effects that need to be investigated.

Recent literature suggests that individual athletes' NIL will vary by institution, and the value of their NIL could potentially be influenced by the institution (Kunkel et al., 2021). There also could be differences based on the gender of the athlete. For example, scholars have argued the passing of NIL will cause a greater rift between men's and women's athletics (McCarthy, 2021; Sorbe et al., 2021). In addition, the athletes leveraging their NIL to gain endorsements may cause a shift in team dynamics, specifically with relationships between the athletes. Therefore, the purpose of this study is to examine the effects of NIL on team dynamics and intergroup relations in women's sports.

Social identity theory (Tajfel, 1982) describes the phenomenon of intergroup relations. The author identifies ingroup and outgroup dynamics within an organization, e.g., stereotyping, ethnocentrism, and social categorization (Tajfel, 1982). Researchers have utilized this concept in sport to understand individualism and collectivism in relation to team identity and team performance, the 'black sheep' effect in college athletics, and athlete activism clashing with group values (Gundlach et al., 2006; Hawley et al., 2014; Sanderson et al., 2016). However, the current study seeks to identify what changes, if any, are occurring in team dynamics, group leadership, and perceptions between athletes due to the passing of NIL. Given this, the following research questions are proposed:

RQ1: What changes in perceived team dynamics of the team have occurred since the passing of NIL?

RQ2: How have team leadership dynamics shifted after the first endorsement was garnered on the team?

RQ3: What are the teammates' perceptions of the athletes who have signed endorsement deals?

To address these questions, researchers will conduct semi-structured interviews with collegiate female athletes across multiple universities, conferences, and geographic regions. Female athletes have been known to take on the role of a brand manager, and therefore are the focus of this study (Lobpries et al., 2018). Purposive, criterion sampling (Creswell, 2012) will be utilized to identify the athletes as well as a snowball sampling technique. These methods will allow the researchers to acquire access to a diverse sample of athletes. An interview guide will be developed based upon the extant literature. Using the athlete responses, researchers, then, will identify emerging themes that show what team dynamic changes, if any, have occurred due to NIL. This study will add to existing knowledge of team dynamics and collegiate athletics. Furthermore, this study will provide guidance for collegiate coaches and administrators to address potential dynamic shifts within a team.

An Exploration of the Individual Effects of Esports on Brand Experience Dimensions

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Thomas Baker, University of Georgia ADVISOR

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Poster

Marketing

Poster Presentation 1

Branding

Thursday, June 2, 2022, 2:20 PM - 2:40 PM

The building of a strong brand is a common pursuit for all types of businesses. Brand equity has become a top management priority. However, most related academic studies focused on product brands (Keller, 2001; Yoo & Donthu, 200; Washburn & Plank, 2002). Although a few scholars (Gladden and Funk, 2002; Ross et al., 2006) specifically addressed sport brands, they examined them as a special category within organizational brands by focusing on professional team sport.

However, the concept of sport branding has broadened as Heere (2018) proposed sportification. Under the guidance of sportification, esports, warrants research attention. For instance, Funk et al. (2018) noticed the uniqueness that could separate esports domain from the traditional sport. Esports do not rely solely on teams or associations. Esports branding is the dominant role played by the creator and manufacturer of each game. This emerging market is unique, involving both product and service branding attributes. Because of the rapid growth, the paucity of existing research in this context is glaring (Cunningham et al., 2018; Funk et al., 2018; Reitman et al., 2020).

To fill the void, the current study examined how brand experience associated with esports contributes to brand equity by examining a crucial outcome - loyalty of esports brands. To this end, we proposed a multidimensional brand experience - loyalty model (MDBEL) to explore the relative effects of brand experience on loyalty of esports brand. Four dimensions of brand experience (sensory, affective, behavioral, intellectual) in our model are from Brakus et al. (2009), and the fifth dimension (relational brand experience) was suggested by Nysveen et al. (2013).

Convenience and snowball sampling were used. The data were collected via Amazon M-Turk and from MomoCon2018 participants over 18 years old from March 31st to April 14th, 2021. After screening steps, 1,144 cases from the initial 1,260 cases were considered eligible. Twenty-eight cases were additionally removed for further analysis because data were missing or the respondents conspicuously duplicated their answers for all of the questions. Consequently, we retained 1,116 usable cases (male, 69.4%; white, 46.9%; 25 - 34 years old, 51.4%; with a four year degree, 51.1%). SPSS Statistics 26 and AMOS 24 were used for a confirmatory factor analysis (CFA) and a structural equation model (SEM) analysis to validate the proposed MDBEL model. The factor loadings of items were all acceptable (ranged from .54 to .77) and the model fit was good ($\chi^2 = 938.969$, $df = 120$, $p = .000$, $CFI = .90$, $GFI = .89$, $SRMR = .065$, $RMSEA = .08$). Each dimension of brand experience has been found significantly ($p < .001$) affects brand loyalty (sensory, $\beta \leq .141$; affective, $\beta \leq .686$; behavioral, $\beta \leq .214$; intellectual, $\beta \leq .268$; and relational, $\beta \leq .556$.)

Evidence was found for the newly developed MDBEL model to extend the fundamental consumer-based brand equity (CBBE) model (Keller, 1993) in the esports context. This study deepens our understanding of the processes involved in earning customer brand loyalty, particularly in the emerging market segments. And most importantly, we find the stimulating effect of relational brand experiences on loyalty among esports fans.

WIN WIN: A multi-facet sport marketing assignment designed to benefit both student and practitioners through innovative skill development and application

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Molly Perry, East Tennessee State University

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Teaching/Learning
TLF1

Teaching Pedagogy
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Today, many traditional marketing strategies have been replaced with innovative concepts that are tailored to the use of modern technologies and imaginative practices (Naraine & Wanless, 2020; Ratten, 2021; Ratten & Thomas, 2021; Richelieu & Webb, 2020). This creates a need for more specific skill development among young professionals seeking to start their career in sport marketing. Bansal, Bansal, & Aggarwal (2019) reported a comprehensive list of soft and hard skills most widely sought after from sport management organizations.

The problem sport marketing students face is how to best prepare, through academics, for the evolving nature of sport marketing strategies. As a result our sport management faculty created a multi-facet assignment designed to enhance a variety of skill sets. This assignment focuses on development of hard skills (use of modern technologies, analytics, cloud computing, graphic design and proficiency in social platforms), soft skills (creativity, organization, communication, innovation, and decision making), and practical application.

In recent conversations with multiple sport marketing practitioners (NASCAR, MLB, NHL, and MLS), a consistent theme emerged. The need for students to develop hard skills such as creating and operating professional LinkedIn accounts, proficiency in graphic design, experience in the creation of web content, and the ability to integrate content across all marketing platforms. Practitioners agreed that soft skills were equally as important for students seeking to prepare for entry level positions within sport marketing and sales.

Three main objectives for the assignment are as follows:

- 1) Recording and posting a step-by-step “how-to” video specific to the strategy each student was assigned. For example, the creation of a marketing flyer using Canva. The student would begin by learning the Canva creation program first, then create the instructional video. To spark creativity and decision-making, students were intentionally given limited instruction on what product/event to use when demonstrating application of their assigned marketing strategy, in this case a flyer created in Canva.
- 2) Creation of a databank for students that will include instructional videos from each classmate, thus introducing students to multiple marketing strategies and skills through classmate instruction.
- 3) Improvement of multiple soft skills as students navigate through the various stages of the assignment. This includes organizing thoughts and information to be communicated to peers in a systematic manner easy to understand through a video instruction.

The newly created assignment allows students to travel through multiple facets of innovative marketing strategies to enhance the learning of numerous hard skills and increase confidence in various soft skills. The marketing strategies were carefully chosen by faculty and industry professionals to ensure relevancy in today’s market. This assignment provides students with practical application opportunities that can be used to enhance a resume and offer tangible examples during an interview.

An Olympic Effort: The Incorporation of an Olympic Bidding Project into a Sport Governance Course

Chad Goebert, Kennesaw State University
Jennifer Willett, Kennesaw State University

Teaching/Learning
TLF1

Role Playing
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Faculty strive to create learning environments that engage and challenge students. Improving our teaching and student learning inevitably means changing the pedagogy and curricula design (Young & Legister, 2018, p. 80). Project-based learning (PBL) has been used successfully in moving away from a passive learning environment that relies solely on lecture. Constructing a PBL assignment within the sport management curriculum is a more intensive pedagogical process that requires time to organize and implement but allows for deeper learning which can inspire and motivate students. Research has suggested that PBL is effective with students because it taps into their interests and allows them to create projects that result in meaningful learning experiences (Wurdinger, 2018).

The need for sport management students to understand other cultures has greatly increased with the rise of sport globalization (Chatzigianni, 2018). In lieu of international travel, which is costly and not always an option for students, classroom projects that require in-depth research into other cultures have been found to increase the global competence of students (Kang, Kim, Jang, & Koh, 2018). This presentation will focus on the process of implementing an Olympic Bidding project in a sport governance class. The students in this class form committees that represent assigned potential Olympic host candidate cities. The students then create and submit a detailed candidature file and give a final candidate city presentation detailing the potential of their city and country to host the Olympics. The candidature file and candidate city presentation include the same elements that actual candidate host cities must submit to the International Olympic Committee (IOC).

Due to the dramatic change in our educational system, more tasks are increasingly being completed by students in group settings rather than individually (Bertucci et. al. 2010). This shift also aligns in the workplace as several studies have found that 80% of organizations employ multiple types of teams (Cohen & Bailey 1997; Sundstron, 1999). Collaborating in teams helps students hone their problem solving, communication, collaboration, interpersonal skills, social skills, and time management (Tarricone and Luca, 2002).

Hanson, 2006 suggested the following for improving team projects, (1) emphasize the importance and relevance of teams and teamwork (2) teach team development and teamwork skills (3) conduct team-building exercises for cohesive groups (4) determine methods of team formation (5) Assign a reasonable workload and establish clear goals (6) require team members to have specific and assigned roles (7) provide some class time for team meetings (8) request interim reports and other feedback points (9) require individual team members to keep personal contributions files (10) use detailed peer evaluations as a part of grading team effort. Each of these suggestions were implemented throughout the process of this team project to make the group experience as rewarding as possible.

Student career development: Utilizing interview role play to improve student preparedness

Robert P. Mathner, Troy University

Nicole Sellars, Troy University

Teaching/Learning
TLF1

Career
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

As sport management students enter the job market many are faced with an interview process unfamiliar to them. In this semester-long project, students create job-related documents for a specific job opening of their choice. Following extensive instruction and individualized evaluations of student resumes and cover letters, students are coached on appropriate and effective interview techniques. With help from Troy University faculty and staff volunteers who role play as current and actual employees of the targeted organization, students participate in phone and face-to-face interviews based on their chosen job opportunity. Students are expected to gather relevant information on current employees, organizational values, missions, and initiatives in an effort to be well prepared for their interviews. Students attend multiple debriefing sessions with the lead faculty member to receive specific interview-based feedback and recommendations for improvement.

Assessing the Feasibility of Creating and Selling Sport-Related Non-Fungible Tokens (NFTs)

Michael Dalgety, Ball State University

Teaching/Learning
TLF1

Learning
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Over the past year, the licensing and sale of non-fungible tokens (NFTs) has emerged as a viable source of revenue for professional sports leagues, teams, and individual athletes. While leagues like the National Basketball Association and the National Football League and their related players' associations have granted licensing rights to NFT platforms, there remains considerable opportunity for expansion in the NFT marketplace.

As part of a Sport Finance course feasibility study project, students imagined that they were consultants hired to assess the feasibility of creating and selling sport-related NFTs. The project asked students to evaluate the types of sport-related NFTs that could be created and sold based on evident opportunities in the marketplace, as well as technological considerations, licensing considerations, potential revenues, and potential expenses.

Ultimately, the students were charged with determining the feasibility of creating and selling sport-related NFTs and justifying their recommendation. The feasibility study project, which was designed to combine a present-day scenario with fundamental components of a feasibility study, included both a paper and presentation component. Copies of the feasibility study's grading rubric will be included as a handout.

Developing Students' Research Questions Through Hybrid Teaching Pedagogy

Joel Cormier, ECU Exercise and Sport Science

Teaching/Learning
TLF1

Learning (including online)
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

As a result of COVID-19 and the transition back to face-to-face instruction, many sport management faculty faced challenges in the area student engagement. For a graduate class in research methods in the Fall of 2022, hybrid teaching strategies were often required in order to meet these challenges associated with student engagement and social distancing. One of the great challenges in research methods class is for students to gain feedback on the formulation of a research question. In consultation with other colleagues with specializations in pedagogy, a hybrid format was utilized. With the class changing in format from face-to-face and completely online, the ultimate teaching strategy may have been reached through hybrid methodology. Professor combined face-to-face, discussion board for an assignment in which indirect and direct assessment found improvements in effectiveness in successfully achieving student-learning objectives. This teaching fair presentation will involve assignment instructions, the learning objectives, and the grading rubric.

Sport Leadership: Born Or Made

Neil Malvone, Caldwell University

Teaching/Learning
TLF1

Case Studies
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

One of the great debates in the area of leadership concerns whether leaders are born with the innate natural talents and traits necessary for leadership or if through experience, study, and their social environment they transform into leaders. Multiple studies have pursued the answer to this compelling and debatable issue. One area that requires some additional study is looking at leadership from the sports perspective. (Burton) While leadership qualities in business have been studied and researched, the sports leader remains less examined and analyzed. Partially due to the misbelief that sport leaders do not have the same impact as those business leaders that are studied; and partially due to the perceived less important nature of sport in society. (Haraida) Yet, by breaking down leadership skills such as communication, empathy, hard-working, perseverance, accountability, integrity, trust, risk taker, creative thinker, and team player, one can see that they adeptly describe leaders in the sports world just as well as those running Fortune 500 companies. (Westwood)

As more athletes turn to their own business ventures during and after their playing days have ended, an interesting offshoot of this study would be to see if leadership on the field or court translates favorably to success in the business industry. This research project will study the question of whether sport leaders are born or made. Interestingly, two of the greatest coaches in the history of the NFL, look at leadership from both sides of the issue. Vince Lombardi, Hall of Fame head coach of the Green Bay Packers, famously stated, "Leaders aren't born, they are made. And they are made just like anything else, through hard work." (Williams) In contrast, Jimmy Johnson, two-time Super Bowl champion with the Dallas Cowboys believes, "leaders aren't made. They are born. To be a good leader, you have to have something in your character to cause people to follow you". (Johnson)

My sport management capstone, class, Strategic Leadership in Sports, was given the attached research project to survey of leaders in the sport industry, both players and organizational leaders, to help answer the question and to ascertain which coach is correct. If one answer cannot be found, the results may determine that each coach is correct in their own way.

**Creating your own experience:
Preparing for the sport industry during an economic downturn**

Brandon Mastromartino, Southern Methodist University
Walker J. Ross, Florida Southern College

Teaching/Learning
TLF1

Career
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

For many sport management students, internships, study abroad, and other experiential learning activities have been at the core of their academic experience. These experiences play a large role in students developing the skills they need to be prepared for the work force. However, in times of economic downturn (Great Recession of 2008, COVID-19 Pandemic of 2020/21), budgets shrink for students and sport organizations alike and there are less opportunities for students to obtain meaningful practical experience. Thus, it is on students and faculty to create experiences in a cost sensitive manner in order to mitigate these obstacles.

This Teaching & Learning presentation focuses on ideas and examples sport management faculty can use to help their students build practical experience during an economic downturn. This presentation demonstrates the wide array of opportunities students can create for themselves to gain experience and build a portfolio to set them up for success on the job market and upon entry into the sport industry.

Enhancing Sport Management Student Engagement Through Technology

Alison Fridley, University of Southern Mississippi
Sarah Stokowski, Clemson University

Teaching/Learning
TLF1

Technology Integration
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

COVID-19 protocols (e.g., social distancing, quarantine) defied the notions of the traditional classroom, forcing instructors to adapt content delivery and assessment (Ali, 2020). Kearsley and Shneiderman's (1998) engagement theory implies that a positive learning experience can be promoted through interactive technology. The authors used such technology, specifically Nearpod, to assess student progress, increase engagement, and reduce academic anxiety. Nearpod is an interactive media that combines several pedagogical strategies, allowing for formative feedback (for instructors and students), seamless transitions between lesson props (e.g., video, quiz, website, discussion board), and enhanced method(s) of student engagement amongst varying learning modalities (i.e., synchronous hybrid, asynchronous online, face-to-face).

The Hyflex format, which allowed students to select their learning modality (e.g., face-to-face, synchronous, asynchronous), empowered students to choose a constructive learning environment to meet their needs. After creating a Nearpod, instructors could upload a student-paced link to any learning management system to accommodate asynchronous learning. Additionally, Nearpod provided instruction tools to enhance online learning and methods to assess student participation. For example, Nearpod allowed instructors to upload lecture slides, videos, and activities in a single platform. Lecture activities (i.e., open-ended questions, matching pairs, quizzes, polls) could incorporate visual media (videos), providing real-time formative assessments. Instructors have access to reports after each session, indicating student responses to activities. While Nearpod was initially used to respond to the challenges of teaching in Hyflex, the benefits enticed the instructors to use it for Face-to-Face lectures, reducing potential confusion for instructions and providing meaningful classroom engagement. Specific activities that worked well in all three modalities included: polls, quizzes, open-ended questions, and video incorporation.

The instructors learned a lot by using Nearpod. First, real-time formative assessments allowed instructors to evaluate student comprehension of classroom content. Thus, instructors must be flexible and adapt each class to enhance student comprehension. For example, if students take 12 tries to pair four terms in the matching pairs activity correctly, instructors must instinctively re-imagine their content delivery method. Additionally, instructors should provide clear expectations for students and establish the intentional use of the technology from the beginning of the semester. When Nearpod was used on the first day of class, students provided deliberate and reflective responses to activities. Comparatively, students who were introduced to Nearpod later appeared apathetic and resisted the interactive activities. Echoing Ali (2020), technology is merely a mechanism for content delivery; instructors must provide the content and instructional pedagogy. As such, when purposely designed, Nearpod has the ability to simplify course delivery in face-to-face, synchronous, and asynchronous learning environments while increasing student engagement.

Inspire Sport Management Students to Learn by Doing

Aimee Vlachos, University of New England

Teaching/Learning
TLF1

Experiential/Service
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

During the fall of 2018, students in Sports Marketing at the University of New England participated in a collaborative project with the Maine Mariner's professional hockey team (Boston Bruins Affiliate). They were tasked with creating an entire promotional night for the team which would reach their target market and sell at least 300 tickets. The student's worked with sponsors, local media, marketing executives, and the Mariners to create this event from start to finish. The entire University was involved in this project including the President and the Trustees. The event led to some internship and job offers as well. 4 of the students involved with this project now have full-time jobs with the Mariners.

Integrating Ted Lasso into an organizational behavior in sport class

Natalie L. Smith, East Tennessee State University

Nikki Stewart, East Tennessee State University

Teaching/Learning
TLF1

Learning
Thursday, June 2, 2022, 2:20 PM - 3:20 PM

Objective: Analyze sport organizations, both fictitious and real, to identify key effective behaviors

Premise: Ted Lasso became one of the most popular and talked about shows in 2020 and won several Emmy Awards, however it also represented a number of organizational behavior in sport topics throughout the first season. Therefore, the instructor integrated Ted Lasso into the semester as an opportunity to use fiction as an example for reality. Based on the topics covered, the episodes were spread out across the appropriate chapters. With 18 chapters and only 10 episodes, there was flexibility in how to assign the episodes. For example, the Communications in Organizations and Organizational Culture chapters were particularly relevant corresponding chapters. As the class was 80 minutes long, it allowed enough time to watch the episode in class then discuss the presented questions. This was similar to a flipped classroom, in that students had to have read and prepared notes about the textbook chapter. Before each episode, discussion questions based on the textbook chapter were given to the students to give them direction while watching the episode. They were encouraged to take notes. As participation was a significant portion of their grade, students readily engaged in discussion. Occasionally, the instructor would ask students to submit their answers as well, to allow for different avenues for engaged class participation. Discussion questions were built from the content covered in the corresponding chapter. One example, for the chapter regarding attitudes and emotions of sport employees, one of the three discussion questions was, “Based on the textbook’s outline of emotional intelligence, who is the most emotionally intelligent and why?”

Assignment 1: Participation. They did weekly self-assessments and received a mid-semester evaluation for their participation. Participation included engaging in the discussion about the episode as it related to the corresponding textbook chapter, asking additional questions based on the book and episode, answering each other’s questions, and submitted requested answers to the discussion questions.

Assignment 2: They were required to submit a Ted Lasso reflection to synthesize their learning about organizational behavior and apply it to a sport context, in this case the fictional AFC Richmond. They were asked to focus on a main theme, such as how group dynamics impacted divisions of labor or the role of psychological capital for various characters across Season 1.

Results: Early feedback from the students indicates this has been an engaging way to learn the concepts presented in the organizational behavior in sport textbook. Additional feedback will be presented at the Teaching & Learning Fair, as well as efficacy of the activity based on student reflection submissions.

University-Organization Collaborations in the Sport for Development Field: Practitioners' Experiences with Research and Evaluation Partnerships

Meredith Whitley, Adelphi University

Julia Leitermann, New Heights Youth, Inc.

Adam Cohen, University of Technology Sydney

20-minute oral presentation – *virtual* (including questions)

Sport for Development

Sport for Development 2

Other

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

Despite a history of isolation, organizations in the Sport for Development (SfD) field have started forming partnerships to expand their resources, infrastructure, and capacity (e.g., Svensson & Loat, 2019). This includes partnerships with academic institutions and programs, along with individual scholars and students. These academic partnerships range from applied experiences with SfD organizations, such as internships and service-learning (Bruening et al., 2015), to research and evaluation activities (Kay et al., 2016). Despite the growing body of scholarship exploring these university-organization collaborations (UOCs), there is limited consideration of the experiences of practitioners and organizations. For example, many service-learning studies explore experiences and outcomes from the student perspective, but not from practitioners and/or participants (Whitley et al., 2017). Similarly, in 2015, Welty Peachey and Cohen considered the barriers and challenges associated with SfD research through the eyes of SfD scholars, but not practitioners, identifying this as a future research direction. Therefore, the purpose of this study was to examine the experiences of SfD practitioners and organizations when partnering with academic institutions, programs, scholars, and/or students, with a particular focus on research and evaluation partnerships.

To guide this study, the conceptual process framework for universities-industry collaboration (UIC) was adopted (Ankrah & AL-Tabbaa, 2015). This framework explores UIC motivations, forms, and activities, along with how these collaborations are formed. There is also consideration of the factors that facilitate and/or impede UICs, as well as the benefits and drawbacks that result from these collaborations.

Two research questions guided this study: What were the experiences of SfD practitioners and organizations with UOCs centered on research and evaluation? and What were the outcomes of UOCs centered on research and evaluation? To answer these questions, a basic qualitative methodology was employed (Merriam & Tisdell, 2016). The research team developed a set of questions guided by the UIC (Ankrah & AL-Tabbaa, 2015) and related SfD literature (e.g., Bruening et al., 2015; Welty Peachey & Cohen, 2015). Interviews were conducted with 13 practitioners working at SfD organizations in the United States, with plans to conduct at least seven more interviews before the NASSM conference. Data collected thus far were transcribed verbatim, followed by a two-step coding process to analyze the data both inductively and deductively (Saldaña, 2015). The conceptual process framework for UIC helped guide the analytic process, yet themes were revised/created to describe emergent concepts.

Findings illustrate SfD organizations' motives when forming collaborations with UOCs (e.g., necessity, efficiency, learning, legitimacy). A number of pathways for forming collaborations have emerged, along with factors that facilitate and/or impede UOCs. These include university constraints (e.g., policies, procedures), organizational capacity (e.g., funding, readiness), and management issues (e.g., support, flexibility, alignment, communication). These findings will be shared in this presentation, along with the positive and negative outcomes that result from these partnerships (e.g., learning, reputation, cost, failure). Theoretical implications will also be discussed, with a particular focus on how this study begins to develop a conceptual understanding of the motivations, constraints, and capacity elements of SfD organizations in developing research and evaluation partnerships with universities.

The impact of strategic approaches on membership growth in community sport organizations

Kristen A. Morrison, University of Toronto

Micheal L. Shier, University of Toronto

Katie E. Misener, University of Waterloo

20-minute oral presentation – *virtual* (including questions)

Management

Management 7

Strategic Management

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

Community sport organizations (CSOs), such as curling clubs and minor hockey associations, are membership-based organizations that provide a range of sport participation opportunities in local communities (Doherty et al., 2014). Given the important role that CSOs play, as well as the decline or stagnancy of sport participation in Canada and other countries (e.g., Canadian Heritage, 2013; The Aspen Institute, 2018, 2021), it is important to understand how CSOs attract and maintain members. Previous research found that strategic planning can be used by CSO leaders to identify opportunities to engage with potential and current members while navigating their environmental context (Morrison & Misener, 2021).

The purpose of the current research is two-fold: (1) to verify and test a framework of strategic approaches to membership growth in the CSO context; and (2) to examine the impact of each of the strategic approaches on membership growth. The study builds on previous research (Authors, in press) which outlines a framework of four strategic approaches to membership growth used by CSOs based on their environmental context, which is represented by two dimensions: 1) organizational readiness for growth and 2) environmental dynamism. The four approaches included: (1) Trailblazers (i.e., identify new market and program expansion opportunities); (2) Enhancers (i.e., develop new marketing methods to promote existing programs); (3) Maintainers (i.e., optimize existing programs and services); and (4) Carers (i.e., build and leverage a values-based focus on community philanthropy to attract new members).

A self-administered online survey is currently being conducted with a purposeful sample of CSOs in Canada and will be completed in December 2021, with data analysis occurring in January-February 2022. The sample was developed to provide variability in the formality of membership growth strategies (e.g., embedded in a strategic plan vs an informal unwritten strategy) and a balance of sport types and participation rates. Following DeVellis' (2012) survey development recommendations, survey measures were developed to measure the dimensions of organizational readiness for growth and environmental dynamism. Additionally, participants were asked to provide information on their CSOs' growth trajectory by providing membership statistics from the preceding 3 years, and organizational demographic information was collected to allow for the consideration of any variation in the two dimensions that might be explained by those factors.

The internal consistency of organizational readiness for growth and environmental dynamism will be assessed and a confirmatory factor analysis (CFA) will be conducted utilizing the MPlus statistical software program. Descriptive, correlation, multivariate (regression), and structural equation modelling (SEM) with full information maximum likelihood estimation techniques will be conducted to determine the impact of each strategic approach on membership growth.

Findings from this study are expected to contribute to knowledge on the impact of various strategic approaches on organizational outcomes. Theoretical and practical implications, including recommendations to help CSO leaders focus their efforts related to membership growth, will be discussed.

An integrative review of partitioned and drip pricing literature: How do sport consumers respond to fees?

Misun Won, University of North Texas

Stephen Shapiro, University of South Carolina ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 7

Consumer Behavior

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

It has become commonplace for sport consumers to purchase tickets from secondary market sites such as StubHub. Sport organizations have helped legitimize ticket resale through partnerships with secondary market platforms. A significant portion of revenue generation for resale platforms are ticket fees. These fees are generally listed as fulfillment or service fees, which are a form of partitioned (PP) or drip pricing (DP). PP and DP are business strategies that separate the total cost of a product into a base price and mandatory (or optional) surcharges controlled by sellers (Ahmetoglu et al., 2014; Morwitz et al., 1998; Voester et al., 2017). While mandatory surcharges are simultaneously displayed with a base price in PP, mandatory (or optional) surcharges are typically revealed at the final stage of the checkout process in DP (Santana et al., 2020). Although these pricing methods are prevalent in ticketing, there is limited research on consumer responses to fees within the context of sport tickets. Therefore, this study provides an overview of the literature on consumer responses towards PP and DP to provide a roadmap for future research within sport. In particular, this study focuses on moderating variables due to the multitude of variables that indirectly effect the impact of ticket price on sport consumer behavior. An integrative review summarizes findings of previous studies on a particular concept (Redeker, 2000). Thus, this method was conducted on PP and DP literature to provide a comprehensive understanding of consumer response to these strategic initiatives. A total of 59 articles were collected on Google Scholar between 1998 and 2021 with two search terms, partitioned pricing and drip pricing.

Results of the integrative review identified three categories of moderators: price, buyer, and situation. Price-related factors include magnitude, types, number, format, benefits, and transparency of surcharges (Abraham & Hamilton, 2018). For instance, consumers prefer to purchase products with PP, when surcharges are optional (Won & Shapiro, 2021), displayed in percentages (Kim, 2006), and stated in a larger font (Brown et al., 2010). Buyer-related features are relevant to characteristics inherent in individuals, including information processing, price sensitivity, emotions at purchase, and familiarity (Morwitz et al., 1998; Smith & Brynjolfsson, 2001). For example, PP generates positive consumer responses when the surcharge amount is fixed (Chandran & Morwitz, 2006) and consumers are in a good mood while purchasing (Das et al., 2020). Situational or external factors include seller trustworthiness and timing, purpose, and place of purchase (Choi et al., 2019; Lee & Han, 2002). For instance, consumers are favorable to PP when they buy products from well-known sellers (Lee & Han, 2002) and for someone as a gift (Choi et al., 2019).

Due to the limited studies examining consumer responses to surcharges within the context of sport spectatorship, it is imperative to provide a thorough overview of general consumer behavior towards PP and DP. This overview can further identify future directions of the research such as examinations of timing and gift giving effects in order to enhance an understanding of sport consumer behaviors.

The Development and Validation of the Olympic Consumption Value Scale

Geumjeong Lim, Seoul National University

Inae Oh, Winthrop University

Sangbin Lee, Seoul National University

Choong Hoon Lim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 4

Event Marketing

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

While the Olympics have a variety of positive dimensions, most research has concentrated on factors that can be proved through numbers, such as economic effects, medals, and consumption at the Olympics. Thus, it is essential that studies investigating how individuals perceive the value and impact of the Olympics from a subjective perspective. The purpose of this study was to develop and validate a multidimensional scale for the measurement of Olympic consumption value and to explore the positive impact of the Olympics from a subjective approach. Consumption value is evaluated on a multidimensional basis (Sheth et al., 1991) as opposed to brand attitude, which expresses the overall perception of the brand (Aaker, 1991; Keller, 1993). This study attempted to develop the Olympic consumption value scale from the Olympic consumer's point of view based on the previous study (Rokeach, 1969) that consumption value scales are useful for understanding consumer behavior. To accomplish the goal of the study, the Olympic consumption value scale was developed in six phases (Churchill, 1979; Kim et al., 2011). Specifically, qualitative (i.e., literature review, experts interview) and quantitative (i.e., survey, descriptive analysis, reliability test, and simple regression analysis by using SPSS 25.0 and AMOS 22.0) methods were conducted for research analysis.

As a result, a total of 474 participants between the ages 20s to 60s were recruited for the main survey and nine Olympic consumption values were developed: (1) economic value, (2) social value, (3) emotional value, (4) epistemic value, (5) ethical value, (6) sport value, (7) art & cultural value, (8) environmental value, and (9) educational value. Also, the developed Olympic consumption value scale factor structure and items displayed sufficient convergent validity, and discriminant validity, and model fit ($\chi^2=1287.39$, $\chi^2/df=3.01$, CFI=.90, TLI=.89, RMSEA=.07, GFI=.83, NFI=.86, SRMR=.07). Results indicated that all nine consumption values of the Olympics had a significant effect on the attitude toward the Olympics and Olympics viewing intention that previous literature has established as highly relevant to consumption value. In detail, the results of effect on the attitude toward the Olympics are as follows. Economic value ($\beta=.56$, $p<.001$), Social value ($\beta=.40$, $p<.001$), Emotional value ($\beta=.63$, $p<.001$), Epistemic value ($\beta=.46$, $p<.001$), Ethical value ($\beta=.33$, $p<.001$), Sport value ($\beta=.55$, $p<.001$), Art & Cultural value ($\beta=.41$, $p<.001$), Environmental value ($\beta=.22$, $p<.001$), Educational value ($\beta=.56$, $p<.001$). The results of effect on the Olympics viewing intention the Olympics are as follows. Economic value ($\beta=.54$, $p<.001$), Social value ($\beta=.41$, $p<.001$), Emotional value ($\beta=.64$, $p<.001$), Epistemic value ($\beta=.45$, $p<.001$), Ethical value ($\beta=.32$, $p<.001$), Sport value ($\beta=.55$, $p<.001$), Art & Cultural value ($\beta=.36$, $p<.001$), Environmental value ($\beta=.23$, $p<.001$), Educational value ($\beta=.55$, $p<.001$). Therefore, it was concluded that the validity and reliability of Olympic consumption value scale developed was verified.

According to the results of this study, the assessment of the consumption value of the Olympics require a multi-dimensional scale that takes 'Olympism' into account. This research supported the claim that the Olympics offer positive benefits to people from a consumer-centered, multidimensional perspective, laying the foundation for a comprehensive examination of the Olympics' function and effectiveness.

The Racialized and Multidimensional Identities of Student-Athletes

Trevor Bopp, University of Alabama

Joshua Vadeboncoeur, University of North Carolina, Asheville

Rhema Fuller, University of Memphis

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 4

Diversity

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

In 2019, Black students made up approximately 10% of the undergraduate population at NCAA Division I institutions; yet they comprised 21% of the student-athlete population (NCAA, 2020). In 2017, among the 65 member institutions of the Power Five conferences, 2.4% of undergraduate students were Black males, yet they accounted for 55% and 56% of the football and men's basketball teams, respectively (Harper, 2018). Across all three NCAA Divisions, 18% of male and 9.2% of female student-athletes identified as Black or African American (Lapchick et al., 2020) in comparison to 9.6% of all college students (Hanson, 2021). Discrepancies between the representation of Black student-athletes and Black students on college campuses can create challenges for Black student-athletes in balancing and navigating their intersecting identities (Armstrong & Jennings, 2018). The attainment of academic success and/or positive interpersonal development is often contingent on whether a Black student-athlete adopts specific coping strategies to navigate and overcome racialized barriers (Cooper, 2018). Subsequently, the salience of Black student-athletes' racial identity is often secondary to an all-encompassing athletic identity resulting in identity conflict that compromises their ability to develop a multidimensional sense of self (Bimper et al., 2012). While there are various forms of racism and discrimination to which Black student-athletes are subject at predominantly White institutions (PWIs), more can be learned about how their multiple identities intersect. The purpose of the study is to better understand how participating in intercollegiate athletics at PWIs influences the multidimensional identities and experiences of student-athletes, with a particular emphasis on student-athletes identifying as Black. To this end, we ask: (1) are there underlying relationships between athletic identity, academic identity, and three subdimensions of Black identity among Black college student-athletes; (2) what might be the potential influence of gender identity, age, academic class, sport played, and level of competition on Black identity, athletic identity, and academic identity; and (3) how do racial centrality, academic identity, and athletic identity contribute to the differentiation of Black student-athletes compared to their racial counterparts?

In this ongoing study, we are utilizing a concurrent triangulation mixed method design, asking currently enrolled collegiate student-athletes to complete the Multidimensional Inventory of Black Identity (MIBI; Sellers, 2013) and Academic and Athletic Identity Scale (Yukhymenko-Lescroart, 2014). Participants who self-identify as any race or ethnicity other than Black or African American are completing an adapted version of the MIBI centrality subscale (Rae & Jenkins, 2021). The questionnaire concludes with open-ended questions. Preliminary data from 52 Black student-athletes revealed (1) a moderate correlation between academic and athlete identity; a relationship influenced by gender; (2) gender identity influenced the public regard dimension; (3) academic identity was influenced by sport played; and (4) athletic identity was influenced by academic class.

We expect the results to provide a more nuanced understanding of the influence of intersecting racial identities on the experiences of (Black) student-athletes, which can inform strategies to improve perceptions of race and race relations in college sport, better the collegiate experiences of racially marginalized student-athletes and facilitate a more inclusive campus community.

An Exploration of the Relationship Between Vertical Development and Value Perception Among Canadian Commercial Sport Leaders

Liam McCrory, Brock University

Kirsty Spence, Brock University ADVISOR

Michael Van Bussel, Brock University

20-minute oral presentation (including questions)

Management

Management 8

Leadership

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

Sport management scholars have examined the role of values in the management of Canadian National Sport Organizations (NSOs), specific to the impact of leaders' personal values on collective organizational values (Hinings et al., 1996; Kikulis et al., 1995), and leaders' management of values to enhance organizational performance (Bell-Laroche et al., 2014; Kerwin et al., 2014). In researching employees' perceptions of the existence of higher purpose and values within a Canadian commercial sport organization, Gwartz and Spence (2020) called for future research to assess sport leaders' capacity using leadership development frameworks. In building upon existing management-by-values (MBV) research and in answering Gwartz and Spence's (2020) call, the purpose of this study is to explore the relationship between Canadian commercial sport leaders' vertical development and their perceived use of values in their leadership.

Cook-Greuter (2004) defined vertical development as "how we learn to see the world through new eyes, how we change our interpretations of experience and how we transform our views of reality" (p. 276), where Forman and Ross (2013) described values as the answers to the question "what is most enduringly important to me?" (p. 27). To guide the research, four questions were posed, including: 1) at what levels of vertical development are commercial sport leaders developmentally located?; 2) how do commercial sport leaders perceive the role of values in their leadership?; 3) how do commercial sport leaders perceive they enact the use of values in their leadership, if at all?; and 4) what emerges as the association between commercial sport leaders' vertical development and their perceived use of values in their leadership, if any?

The constructivist paradigm and two developmental frameworks (i.e., Leadership Development Framework (LDF) and Spiral Dynamics) guided the mixed methods (MM) lite research design (Greene, 2012; Rooke & Torbert, 2005; van der Roest et al., 2015). Purposeful sampling guided participant recruitment strategies of those currently occupying senior-level leadership positions (e.g., President, Vice-President, Director) in the Canadian commercial sport sector, from which quantitative and qualitative data were collected. Quantitative data were collected using the Sentence Completion Test (SCT), a reliable and valid measure of leaders' vertical development (Hy & Loevinger, 1996) and qualitative data were collected through semi-structured interviews, held virtually with each recruited participant to hear their perceptions on their use of values in their leadership. A certified scorer was contracted to analyze SCT data, whereas qualitative interview data were transcribed verbatim and analyzed according to Savin-Baden and Major's (2013) thematic analysis methodology, where data were first categorized as codes, then converted into themes.

While findings build upon existing research examining sport leaders' use of values (cf. Bell-Laroche et al. 2014), the research represents a theoretical contribution in being the first empirical assessment of Canadian commercial sport leaders' vertical development and how this development is associated to their use of values to manage within their respective commercial sport organizations. The research also contributes to managerial contexts, in that findings may serve to support leaders in integrating MBV practices to affect change within sport organizations.

Factors Influencing the Social Media NIL Value of College Athletes

Adam Cocco, University of Louisville

Thilo Kunkel, Temple University

Bradley Baker, Temple University

20-minute oral presentation (including questions)

Marketing

Marketing 8

Branding

Thursday, June 2, 2022, 3:35 PM - 3:55 PM

Social media influencer marketing is the most common form of name, image, and likeness (NIL) monetization activity among college athletes (Opendorse, 2021). Existing research provides initial evidence the university brand influences the potential NIL value of a student-athlete and indicates male and female college athletes have comparable social media follower and engagement metrics (Kunkel et al., 2021). The sport brand ecosystem framework (Kunkel & Biscaia, 2020) provides the foundation for a comprehensive examination of the factors influencing student-athletes' social media NIL value. The framework suggests intricate ties between a university's brand and a college athlete's brand, indicating an athlete's NIL value can be strengthened through associations with a strong institutional brand. The purpose of this study was to examine the effects of 1) institutional factors IF and 2) personal branding PB on a college athlete's NIL value by treating these athletes as potential social media influencers.

To examine this topic, we collected identifiable Instagram profiles of 906 men's and women's college basketball players at all 174 intercollegiate institutions in the state of California. We extracted follower, engagement, and biographical data from each athlete's Instagram profile and collected secondary data from other sources. We derived NIL value estimates using a hybrid methodology that weighted follower and engagement metrics using standard industry metrics (Kunkel et al., 2021). Results of a multiple linear regression model show the market area population IF ($t=1.88$; $p=.06$), local competition from other colleges IF ($t=-1.16$; $p=.24$), and a qualitative rating of the athlete's bio PB ($t=0.74$; $p=.45$) did not influence the NIL value of student-athletes. Conversely, Instagram following of the athlete's institution IF ($t=2.20$; $p=.03$), the athlete's level of competition IF (D1 $t=5.50$; $p<.001$; D2 $t=2.81$; $p<.01$; NAIA $t=2.19$; $p=.03$), sport gender IF ($t=-2.37$; $p=.02$), the number of Instagram posts PB ($t=3.15$; $p<.01$), and whether they are verified PB ($t=11.87$; $p<.001$) explain approximately 30% of the variance in an athlete's NIL value.

This research contributes to our conceptual understanding of the factors that influence the social media NIL value of student-athletes. We show both institutional factors and athletes' personal branding efforts impact their NIL value, demonstrate the impact of the university parent brand within the sport brand ecosystem (Kunkel & Biscaia, 2020), and show social media NIL value is independent of the immediate market size where the institution is located. We found the NIL value of female basketball players is 11% below that of male athletes, therefore extending findings by Kunkel et al. (2021) by providing sport-specific insights for college basketball athletes. As athletes and institutions continue to place heightened importance on NIL during the recruiting process, it is important to understand how certain factors can provide advantages or disadvantages related to NIL value. Furthermore, this research provides insights for brands and policy makers on the fair market value for services performed by college athletes to avoid NIL deals perceived as pay-for-play or improper recruiting inducements (Hosick, 2021).

Signaling Sports and Athletic Success in Entrepreneurial Communication

Ted Hayduk, New York University

20-minute oral presentation (including questions)

Management
Management 7

Strategic Management
Thursday, June 2, 2022, 4:00 PM - 4:20 PM

In their quest for valuable resources, entrepreneurs must signal to resource providers that they are of sufficient legitimacy and quality (Taj, 2016; Colombo, 2020). Of the signals that entrepreneurs can send, one of the most pervasive involves communicating a unique ‘personal identity’ (Santos & Eisenhardt, 2009). In parallel, another line of research highlighted the similarities between entrepreneurship and sports participation (Ratten, 2015; Ratten & Miragaia, 2020; Steinbrink, et al., 2020). Success as an entrepreneur and success as an athlete tend to require similar sets of personality traits and skillsets - such as a competitive disposition, cognitive resilience, comfort taking risks, strategic leadership, and teamwork. Athletes may be uniquely positioned for entrepreneurial success because of the skills and experiences they acquired in the sporting domain.

However, research has not investigated whether entrepreneurs recognize such overlaps and exploit them in their pursuit of valuable resources. This is in part due to research examining entrepreneurs’ written and verbal signals, which has been explanatory and deductive (e.g., Anglin et al., 2018a; 2018b; Short & Anglin, 2019). Moreover, much of this work has been done in the niche environment of crowdfunding (Colombo, 2020). Further, extant work focuses only on financial success as an outcome, leaving important intangible resources, such as Social Capital, unaddressed.

Therefore, the purpose of this paper is to add to the literature in entrepreneurial signaling and sport-based-entrepreneurship. In Step I, the paper leverages a Bayesian natural language processing (NLP) algorithm to group entrepreneurs’ written communication into a number of thematic topics. Step I is intended to organically map the topics that entrepreneurs use to describe themselves and identify how those topics serve as signals. In Step II, the paper builds a simultaneous system of equations to model entrepreneurs’ accrual of Social Capital from the topics they discuss in the identity development process. Step II is intended to quantify whether/how topic presence and prevalence was associated with Social Capital acquisition.

The results from Step I identify and quantify eleven topics present in entrepreneurs’ identity development process. This serves as the first broad, exploratory mapping of entrepreneurs’ written and verbal signals. Step I reinforces that entrepreneurs do leverage their experiences in the sporting and athletic domains towards multiple ends. The results from Step II isolate the specific contributions of individual topics - including sports and athletics experience - to entrepreneurs’ Social Capital. In particular, Step II reveals that entrepreneurs who are too focused on their sports and athletic histories solicit less Social Capital on average.

The paper’s findings suggest that entrepreneurs should aim to signal a balanced array of skills and experiences in order to optimize resource acquisition (e.g., Colombo, 2020; Lazear, 2004). The paper’s findings reinforce that this balance is representative of the normatively-accepted mental model of what an entrepreneur ‘should be’ (e.g., Sluss, van Dick, & Thompson, 2010). Thus, the paper articulates that the literature on entrepreneurial skillsets and social role theory should be more closely integrated, with focus on how individuals conceptualize entrepreneurs’ sporting and athletic pasts.

Managing Competition in Sport for Development: How Much is too Much, and How Much is not Enough?

Jon Welty Peachey, University of Illinois at Urbana-Champaign

Jake Simms, University of Illinois at Urbana-Champaign

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 2

Other

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

Introduction

Scholars in the sport-for-development space (SFD) have been examining and theorizing how to best design and manage these programs (Schulenkorf et al., 2016; Welty Peachey et al., 2020). One significant aspect that has received surprisingly little attention is the role of competition. Thus, the purpose of this study is to examine how SFD leaders conceptualize the role of competition and to ascertain how they manage competition in their programs.

Theoretical Framework/Literature Review

The theoretical grounding is Sport-for-Development Theory (SFDT, Lyras & Welty Peachey, 2011), which posits that non-traditional and cooperative sport activities should be the foundation of SFD programming. Some literature has identified that too much competition can result in negative outcomes for participants (Magee & Jeanes, 2013; Schulenkorf & Sherry, 2021; Sugden, 2006; Welty Peachey et al., 2013). In contrast, Warner and colleagues (2017) found that higher levels of competition can lead to increased participation in physical activity and belief in oneself as a role model. Balancing competition and the integration of life skills and values may lead to positive outcomes (Blom et al., 2015). Two research questions guide this study: How do SFD leaders conceptualize the role of competition in the SFD space?; and How do SFD leaders design and manage competition in their programs?

Method

A qualitative study is being conducted featuring approximately 40-45 semi-structured interviews with executive directors or program directors of SFD organizations based in the U.S. At present, 30 interviews have been conducted and these will continue until data saturation is achieved (Creswell & Poth, 2017; Lincoln & Guba, 1985). Organizations vary in terms of maturity, mission, target populations, and nature of sport(s) being utilized. Questions for the interview guide were derived from SFDT and from the literature on SFD program development. Data analysis consists of engaging in a priori/thematic coding (Miles et al., 2014), and an open coding process is also being utilized to inductively analyze the data (Corbin & Strauss, 2008).

Findings

Preliminary findings suggest leaders from a sport background believe in the inherent value of competition and some did little to lessen competition or modify programming, while those from a social justice, development, or social work background adjusted levels of competition and modified programming to provide less competitive aspects. Management of competition also varied based on focal outcomes. Leaders of programs designed to foster social inclusion and self-esteem were more likely to integrate healthy competition into their programs than leaders of initiatives designed to target conflict resolution, who employed more cooperative and non-traditional activities.

Discussion

This work extends the organizational and sport/physical activity components of SFDT by demonstrating that leader background is an important antecedent to how competition is conceptualized and managed, and that non-traditional, cooperative activities may be more important when targeting outcomes such as conflict resolution, while healthy competitive activities can play a role when targeting self-esteem and social inclusion. Practically, it is important for SFD leaders to realize competition is not a one size fits all approach. Future research directions will also be explicated.

Strategizing Content Generation for Enhanced Social Media Engagement: Empirical evidence from Indian Premier League 2021 tweets

Deep Prakash Chellapilla, Indian Institute of Management, Ahmedabad

Sanjay Verma, Indian Institute of Management, Ahmedabad ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 7

Strategy

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

Social media bridges the gap between fans and sports clubs by providing a convenient information transfer (Nisar et al., 2018). Fans seek various gratifications from their favorite sports clubs (Gibbs et al., 2014), wherein a fan's experience plays a significant role in social media engagement (Wakefield & Bennett, 2018). The digital reach of a sports club correlates with financial performance positively (Dima, 2015). Therefore, sports management and marketing researchers are interested in understanding the factors that motivate a fan to engage with a sports club on social media (Billings et al., 2017). This study examines how different content generation strategy factors impact social media engagement and how enhanced social media engagement can be achieved.

Indian Premier League (IPL) is by far the most popular Cricket league globally (Khondker & Robertson, 2018), where the brand value of IPL increased from 2 to 5.2 billion dollars from 2009 to 2019 (Aras et al., 2020). In this study, we conduct unstructured interviews with 24 IPL fans to understand the dynamics of social media interaction. Based on thematic analysis (Vaismoradi et al., 2016) of interview transcripts, we identify seven key content generation strategy factors that impact user engagement: connect with local culture through local language, the timing of the content, type of content (player update, game update or tournament update), faces of the social media campaign (Local or Overseas players), innovative hashtags, non-sports-related tweets (i.e., social, COVID related tweets) and engagement with the fan community. Thus, by highlighting different factors in content generation strategy, we contribute to the ongoing discourse of fan engagement and social media strategy theory in sports marketing.

Further, through our econometric models, we explain how sports clubs can cater to the needs of all fans on social media platforms for enhanced user engagement. We measure user engagement in terms of the number of likes and retweets received by a tweet (Deep Prakash & Majumdar, 2021). For empirical analysis, we extract all the tweets with the hashtag "#IPL2021" from 1 January 2021 to 8 October 2021 from the official Twitter handles in India (accounts with more than 1 million followers). In our econometric models, our dependent variables are the number of likes and retweets received by a tweet whereas, independent variables are the seven content generation factors and control variables such as the impact of the number of followers, message type, sentiment, media presence, tweet generator and length of the tweet.

Our analysis shows that along with the control variables, local language usage, social media faces and fan community interaction are significant factors in determining the number of likes received by a tweet. Further, the local language usage, content type, innovative hashtags, and non-sports-related content significantly influence the number of retweets received by a tweet.

Thus, by quantifying how sports clubs can cater to the needs of all fans on social media, we make significant practical contributions in this field. Moreover, our study provides directions for sports clubs to revitalize their content generation strategy for enhanced user engagement.

Differences in Motivation Between Competitive and Recreational Participants at a Small-Scale Participatory Sports Event

Mark Beattie, Fort Lewis College

Susumu Iwasaki, Fort Lewis College

Jordan Koewler, Fort Lewis College

Jenna Pearce, Fort Lewis College

Kristin Troncosa, Fort Lewis College

Joyce Yazzie, Fort Lewis College

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 4

Event Marketing

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

Growth in the active sports tourism sector is in part owed to increasing popularity in small-scale participatory sports events (SSPSE; Newland & Yoo, 2021). SSPSEs include a range of activities like road races, cycling events, and amateur sports tournaments, and positively impact communities on social and economic fronts (Gibson et al., 2012). SSPSEs leverage existing public infrastructure and attract recurring participants which make them enticing for small-and-medium-sized cities and rural communities (Badurina et al., 2020). Additionally, SSPSEs generate increased hotel, restaurant, and retail spending (Gibson et al., 2012), encourage repeat visitation (Newland & Yoo, 2019), and support social capital development (Kerwin et al., 2015).

Some SSPSEs are marketed as competitive events and others as recreational, while some feature both competitive and recreational components. Participants in competitive or recreational events may have different motives behind their participation (Newland & Aicher, 2018), which has strategic implications for administrators. The purpose of this study was to explore participant motives in an SSPSE that featured both competitive and recreational components. The effects of participant motivation on event satisfaction and future participation were also examined.

The researchers administered an online survey to past participants of a multi-day, multi-race cycling event. This event is held annually in the Southwestern U.S, and includes a variety of races and rides for both competitive and recreational cyclists. The questionnaire included Likert scale items developed around the following motives: organizational factors, environmental factors, social experience, and personal achievement (Aicher & Brenner, 2015). Approximately 11,000 past participants were emailed the instrument, generating 1,777 usable responses. Most respondents were men (73.3%) and most (77.1%) participated recreationally.

Factor analysis found the measures to be acceptable [$\chi^2 = 866.98/112$ ($p < .001$), RMSEA = .06 (90% CI: .06 - .07, $p < .001$), CFI = .92, TLI = .90, SRMR = .05], and reliability scores ranged from .69 to .82. Structural equation modeling was used to assess the research questions. For competitive participants, personal achievement and social experience motives predicted future participation, with statistical significance. For recreational participants, social experience motives were the only statistically significant predictor of future participation. Motives related to the event's organization and its environment were statistically significant predictors of event satisfaction among all participants.

These results underscore the importance of segmentation in marketing SSPSEs. Our results suggest that when marketing to competitive participants event organizers should highlight participants' sense of personal achievement, and when marketing to recreational or non-competitive participants the focus should be on the social experiences associated with the event. Overall, these results add to the growing literature around both participant motives and participant outcomes in SSPSEs. Further results and discussion, including future research and limitations, will be shared at the conference.

The COVID Year: Examining Differences in Perceived Stress and Satisfaction with Life between Students and Student-Athletes

Jessica Brougham, University of Florida

Rebecca Achen, University of the Pacific

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 4

Other

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

The COVID-19 pandemic disrupted the normal practices in higher education and had significant impacts on the mental health of college students. For example, Wang et al. (2020) found 71.26% of college students had increased levels of stress and anxiety due to the pandemic and less than half (43.25%) felt they were able to cope adequately with this stress. Similarly, specific research on college student-athletes by Bullard (2020) found heightened levels of stress surrounding lack of resources and feelings of being overwhelmed being away from teammates. Participants also noted that academics were more challenging being at home without a specific schedule. The academic struggles were impacted by class modality as 62.5% of community college student-athletes reported struggling with online learning (Bullard, 2021). Like student-athletes, college students also identified anxiety and stress related to distracting home environments and over one-third indicated a lack of motivation and time management barriers contributing to this stress (Hickey et al., 2021).

The purpose of this study was to assess the levels of perceived stress and satisfaction with life reported by college students and student-athletes at the end of the 2020-2021 academic year and explore whether there were differences based on class modality or student-athlete status. Additionally, this study endeavored to learn how the pandemic impacted the academic and athletic experiences and success of college students.

A total of 269 college students completed a survey in May 2021. Of those, 14% were student-athletes, 14% were club sport athletes, and 72% were non-athletes. Results of ANOVA analysis revealed significant differences in perceived stress levels between student-athletes ($M = 20.15$) and club sport athletes ($M = 20.35$) in comparison to non-athletes ($M = 23.81$) ($F(2,266) = 8.14, p > .001$). Additionally, significant differences in satisfaction with life were found between student-athletes ($M = 22.38$) and club sport athletes ($M = 22.43$) in comparison to non-athletes ($M = 19.45$) ($F(2,266) = 6.85, p > .001$). For club sport or student-athletes, taking in person classes had no significant impact on perceived stress or satisfaction with life. Responses to open-ended questions will be analyzed using thematic analysis and presented during the conference as well.

This study suggests that participating in organized sport may result in protective effects and increased happiness, thus improving mental well-being. Previous research on the mental health of student-athletes prior to the pandemic suggested higher levels of psychological distress for student athletes (Sullivan et al., 2019). Potentially, the physical activity required by sport was the mechanism for improving levels of stress as Matias et al. (2020) suggested physical activity in lockdown can reset mental and physical health and prior to the pandemic exercise was strongly recommended to increase mental well-being (Pascoe et al., 2019; Grasdalsmoen et al., 2020). Lower levels of stress and greater satisfaction with life may also be explained by the social interaction required to participate in organized sport, as many non-athletes may have continued social distancing practices during the academic year. Results from the qualitative analysis will be shared to further explain why differences existed between athletes and non-athletes.

Understanding Athlete Endorser Characteristics: The Mediating Role of Source Credibility and Source Attractiveness

Sungjai Hong, University of Illinois at Urbana-Champaign
Mikihiro Sato, University of Illinois at Urbana-Champaign ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 8

Consumer Behavior

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

Celebrity endorsement is considered one of the most prominent marketing tactics in the contemporary business field, which is a practical strategy that can derive multiple benefits for both endorser and endorsee (Sato et al., 2019). In sport, athletes were frequently used in the advertisement history as endorsers for their renowned popularity and publicity (Chang, 2018). The media have highly favored these figures because of their athletic performance and off-the-court activities showing social responsibilities and character. Despite the importance of the strategic use of athlete endorsement, there is little research on the differential roles of the celebrity's perceived credibility and attractiveness in endorsement outcomes (Bergkvist & Zhou, 2016). This study examines how an individual's perception of a celebrity can affect the willingness to purchase endorsed brand products and the attitude of the endorsed brand.

According to Hovland and Weiss (1951), scholars found that the message sent by an individual who is perceived credible (e.g., expertise and trustworthiness) will be recognized as more persuasive (Seiler & Kucsza, 2017). Additionally, the source attractiveness model (Chaiken, 1979) explained that individuals who are perceived as more physically attractive could effectively derive more positive attitude changes from consumers. Synthesizing the two celebrity endorsement theories of source credibility model and source attractiveness model, this study aims to understand what endorser characteristics athlete endorsers entail that make them persuasive and robust celebrity endorsers. Further on, the theoretical concept of celebrity worship, which is the degree of a para-social relationship towards a celebrity (McCutcheon et al., 2002), will be considered as an antecedent of the endorser's credibility and attractiveness. Finally, we examine how celebrity worship affects source credibility and attractiveness, which affects the purchase intention and brand attitude of the endorsed brand. Thus, we hypothesized the following:

H1: Celebrity worship will be positively associated with the athlete's perceived attractiveness and credibility

H2: The athlete's attractiveness and credibility will mediate the associations between celebrity worship and celebrity endorsement outcomes (purchase intention, brand attitude)

All theoretical constructs will be measured with multi-scale items, whose reliability and validity will be assessed by a confirmatory factor analysis. The hypothesized relationships will be assessed using structural equation modeling using R 1.4.1103. This study has obtained IRB approval, and the survey will be distributed in November 2021 through Amazon Mechanical Turk. Following Wolf et al. (2013), the target sample size was set as 300 participants. The proposed participants are consumers within the United States.

This study will represent the first attempt to examine the effects of celebrity worship on athletes' perceived credibility and attractiveness and its subsequent effect on celebrity endorsement outcomes. Theoretically, this examination extends celebrity athlete endorsement literature by synthesizing two celebrity endorsement theories, which is a holistic approach to identify athlete endorsement effectiveness. Additionally, findings from our study will persuade practitioners (e.g., marketing managers) to seek strategies that can financially and emotionally benefit from consumers. In particular, the current study allows managers and advertisers to make knowledgeable decisions on considering athletes as their endorsers as an effective strategy to benefit their organizations.

Extending Sports Wagering Studies Outside of the NCAA Student-athlete Population: High School student-athletes Gambling and Sport Wagering Behaviors.

Robert Mathner, Troy University

Christina Martin, Troy University

Kwang-Ho Park, Viterbo University

20-minute oral presentation (including questions)

Law

Gambling

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

Sports wagering threatens the integrity of college sports and is an area of concern for college athletics and administrators. Over the past 25 years, this concern has expanded to the gambling and sport wagering behaviors of student-athletes (Ellenbogen, Jacobs, Derevensky, Gupta, & Paskus, 2008; Thrasher, Andrew, & Mahoney, 2007). Research (Rockey, Beason, & Gilbert, 2002; LaBrie, Shaffer, LaPlante, & Wechsler, 2003) demonstrated that NCAA student-athletes wagered on sporting events. In addition, the NCAA (2004, 2008, 2013, & 2016) conducted sports wagering studies in which the rates of student-athletes wagering on sports was high. Mathner, Martin, & Allen (2013) and Mathner, Martin, Carroll, & Neal (2014) conducted sports wagering research and determined the sport wagering rates of NCAA Division I athletic trainers were only slightly lower than that of the student-athletes they serve. Finally, Mathner, Martin, & Rodenberg (2019) researched NCAA athletics department staff members gambling and sport wagering behaviors and found that almost 38% of the athletics administrators and support staff placed monetary bets on sporting events and 16% did so in the last 12 months.

The National Gambling Impact Study Commission (Hartle, 2001, p. 2) concluded that “sports wagering threatens the integrity of the sports, puts student-athletes in a vulnerable position, it can serve as gateway behavior for adolescent gamblers, and it can devastate individuals and careers.” Not far from this notion, yet unrepresented in the literature, is the review of high school student-athletes (adolescents) as it relates to gambling and their sports wagering behavior. Recent studies show that teenagers who regularly gamble are more likely to struggle in school (Springer, 2014). In addition, the National Research Council concluded in 1999 that the proportion of pathological gambling among U.S. adolescents could be more than three times of adults. This conclusion was rendered before the evolution of gambling practices that now make this behavior widely available and more socially acceptable, while becoming more attractive to young people. Finally, with the recent Supreme Court decision striking down the Professional and Amateur Sports Protection Act, more states are now positioned to take steps to legalize sports wagering, and further expanding the notion that wagering on sports is highly visible and the social norm.

With this, the purpose of this study is to ascertain the scope of high school student-athlete’s behavior and level of involvement in gambling and sport wagering. A convenience sample was utilized and included surveying high school student-athletes from states in the southeastern United States. The respondents in the study were provided a 50-item survey in which permission to use and adapt the 2004, 2008, 2013, & 2016 NCAA National Studies on Collegiate Wagering Survey was granted. Data is still being collected and when completed and analyzed, will have theoretical implications as it will add to the literature regarding these specialized populations. Finally, this study will yield practical applications as well that should foster developments in awareness, education, and rehabilitation programs.

The Athletics Department's Role in Racial Justice Movements on Social Media: Perceptions of NCAA Coaches

Natalie Bunch, Georgia State University

Beth A. Cianfrone, Georgia State University ADVISOR

20-minute oral presentation (including questions)

Communication

Communications 4

Social Media

Thursday, June 2, 2022, 4:00 PM - 4:20 PM

In response to police brutality, deaths of African Americans, and rising racial tensions in 2020, players, coaches, and sport leagues partook in digital activism efforts on social media. In particular, college athletics departments began to use their platforms to make statements on the country's injustices. Sport information directors (SIDs), who are primarily charged with press releases, graphics, and maintaining statistics, were suddenly faced with decisions beyond their scope of work, creating content centered around racial justice initiatives. Therefore, SIDs lacked experience in crafting these messages. The politicization of these topics may have been of a concern for SIDs, who aim to reach a wide range of stakeholders (i.e., potential recruits, student-athletes, staff, and boosters) with their social media strategy.

A growing body of research has examined the effects of athlete activism at the collegiate level. Economically, Watanabe and colleagues (2019) analyzed the effect of protests within college athletics on football game attendance. Additionally, previous research supports the notion that student-athletes have a demonstrated interest in activism (Intosh et al., 2020). This is practically seen through student-athletes' usage of their personal social media platforms to call attention to racial injustices within their community (AP Wire, 2020).

Despite increased conversations around diversity and inclusion initiatives, research has not examined NCAA coaching staffs' perceptions of athletics department digital activism efforts. Their opinions are important, as coaches cultivate the culture of their existing team, while trying to recruit top talent to come to their program. Based in Framing Theory and the work of Sappington et al. (2019), the purpose of this study is to understand NCAA coaching staffs' perceptions of athletic department digital activism efforts.

To assess collegiate coaches perceptions, an online survey will be distributed to coaches across division level and sport. A modified version of the Attitudes Toward Athlete Activism Questionnaire (7-point Likert scale; Sappington et al., 2019) will measure the response to athletics department's digital activism efforts. The survey will measure perceptions in terms of the emotional response (affective reaction - 5 items), the impact on the team (perceived conflict - 4 items), athletics department role (3 items), and political qualifications/credibility (3 items). Original open-ended items will assess if posting about social justice affects the recruiting process.

In addition to overall descriptive statistics, an ANOVA will be run to discern if differences in perceptions exist based on the coaches' gender, race, or division of play. Because social media platforms are one of the most accessible faces of the university to a potential recruit, we expect the findings to inform SIDs if coaches perceive potential ramifications on recruiting due to digital activism efforts. Additionally, coaches not only shape their student-athletes on the field, but overall. As coaches decide to, or not to, tackle these topics within their team, they may have a specific idea of the role that social media plays in aiding or hindering these conversations. The results will provide SIDs with a better understanding of the impact of digital activism efforts on their coaching staffs, team cultures, and potential recruits.

Task and Social Frustration of Volunteers in European Grassroots Football

Pamela Wicker, Bielefeld University

Tim F. Thormann, Bielefeld University

Larissa E. Davies, Sheffield Hallam University

Katrin Scharfenkamp, Bielefeld University

20-minute oral presentation (including questions)

Management

Management 7

Volunteers

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

Several studies have shown that volunteer numbers in community sport clubs are declining (Breuer & Feiler, 2020). This development is somewhat contradictory to the beneficial effects that were found for volunteering in sport (Wicker & Downward, 2020). Therefore, it is important to explore the circumstances of volunteers to gain an understanding of why some of them might terminate their voluntary activities. One possible factor in this respect can be task and social frustration resulting from volunteering (Sheptak & Menaker, 2016); however, the latter study provided only a qualitative analysis. This study proposes two research questions: (1) how can task and social frustration be quantitatively measured? And (2) what voluntary roles affect task and social frustration? The research context is European grassroots football as problems relating to the recruitment and retention of volunteers are bigger in football clubs (Breuer et al., 2018). Existing research has focused on the determinants of sport volunteering (Wicker, 2017). Fewer studies have examined outcomes of volunteering, focusing on positive outcomes including skill development (Darcy et al., 2014), social capital (Welty-Peachey et al., 2015), and well-being (Stukas et al., 2016). Negative outcomes are under-researched (Sheptak & Menaker, 2016). Also, the employed volunteering measures were mostly generic, neglecting the different roles volunteers can have.

Basic psychological needs theory is used as theoretical underpinning (Ryan & Deci, 2000), holding that individuals have three basic psychological needs including competence, autonomy, and relatedness. These needs need to be satisfied, otherwise individuals get frustrated (Chen et al., 2015). Individuals carry out different activities with the aim of satisfying their basic psychological needs and avoiding frustration, with sport volunteering representing one such activity. Quantitative data were collected from November 2020 to June 2021 in seven European countries (Germany, Switzerland, France, Italy, England, Norway, Poland) using online surveys. The link was distributed by the national football associations, resulting in a sample of $n=17,729$ volunteers. A standardized questionnaire was adapted to each country and translated by the respective national association. The task and social frustration measures were developed based on Sheptak and Menaker (2016) and informed by basic psychological needs theory. The empirical analysis tests the proposed task and social frustration scale for validity and reliability. Linear regression analyses are estimated to identify the effects of different voluntary roles on frustration.

The results of confirmatory factor analysis support the validity and reliability of the 4-item solution for task frustration and the 6-item solution for social frustration. In the regression models, the number of monthly volunteering hours increases task frustration, while the effect on social frustration is u-shaped. Administrative (i.e., president, youth officer, secretary) and operational roles (i.e., organization of games and events, child care) yield higher levels of task frustration, while sport roles (i.e., coach, referee) result in lower levels. Only operational roles (especially youth officer) yield social frustration. The findings support the importance of a nuanced analysis as the type and level of frustration varies by voluntary role. They have implications for the human resource management of sport clubs.

An investigation of the survival of commercial fitness centers: Service quality, market sociodemographics, and competition

Luke Mao, University of New Mexico

20-minute oral presentation (including questions)

Marketing

Marketing 7

Service Quality

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

Fitness centers is an important supporting subsector of sport industry. About 1 in 5 Americans belong to at least one fitness club. However, the fitness industry is very competitive: with over 111,977 locations competing in this market, the top four players only accounted for about 20% of total market share in 2020 (Le, 2019). 53.5% of new members would terminate their membership within 12 months (MobileFit, 2017), and about 17% of fitness centers might have closed over the past a few years. The purpose of this study is to examine how service quality, market sociodemographics, and competition impact a business's survival.

Many internal factors (e.g., the level of quality) and external factors (e.g., market demographics, industrial competition) are relevant to business survival (Manjón-Antol, & Arauzo-Carod, 2008; Shugan & Mitra, 2014). Based on the literature (Anderson et al, 2001; Mao, 2021), the following four hypotheses are proposed and tested:

H1: Yelp rating, as a proxy of service quality, has a positive impact on the survival of fitness centers and gyms.

H2: Yelp rating, as a proxy of service quality, has a linear impact on the survival of fitness centers.

H3: Market competition has a negative impact on the survival of gyms and fitness centers.

H4: Market socio-demographic characteristics are related to the survival of gyms and fitness centers.

The data, including 2,026 fitness centers in 13 U.S. states, are extracted from two Yelp academic datasets. Among the 2,026 businesses, 344 had closed. The main variables to test H1 and H2 are Yelp rating (StRat) and its polynomial terms (StRat2 and StRat3). The main variable to test H3 is competition intensity (BizDens1M), which is used to capture market competition within a geographic location. The market characteristics are captured by density of the local population (PopDens), size of the target market (POP), buying power of the target market (MHI) and cost of rental (MMGR), which in turn are approximated by using data from 2013-2017 American Community Survey. Review variation (RvwVar), review volume (RvwVol) and whether a store is a chain (IsChain) are included as covariates. Mixed effects logistic modeling with both level-1 (POP, MHI, PopDens, and MMGR) and level-2 (StrRat, StrRat2, StrRat3, BizDens1M, RvwVar, RvwVol, IsChain) explanatory variables are used to test hypotheses.

All hypotheses received support. Our major findings are: (a) Yelp ratings are positively related to business survival and the relationship is linear ($B = .55$, $p < .001$; polynomial terms were not statistically significant); (b) market competition has a negative impact on survival ($B = -0.04$, $p < .001$); (c) 13% of the individual variation in survival is due to systematic differences between ZCTA; and (d) there is significant inequity in fitness service among the poor and rich neighborhoods. In comparison with the results from other industries, this study provides empirical evidence that industry category is a moderator in the relationship between quality investment and business survival. The impact of quality on high customer contact industries are likely higher. The findings have also practical implications for site selection and designing a quality improvement program.

Capacity for Newcomer Integration in Community Sport Clubs in Canada

Justin Robar, Western University

Alison Doherty, Western University ADVISOR

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 2

Other

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

The integration of newcomers (immigrants, refugees) is an ongoing mission in Canada, and organized sport may be an important mechanism in that process. This study is part of a broader European-based project - "Integration of Newly Arrived Migrants through Organized Sport" (INAMOS) - that aims to help enhance the sport sector's motivation and ability to integrate both in and through sport the increasing numbers of newcomers to a country, without jeopardizing the integrity and ability of local sports clubs to achieve their basic mission. Sport participation and related social activities offered by voluntary community sport clubs (CSCs) can provide opportunities for newcomers to build social contacts, personal relationships and emotional bonds that are critical to integration through a common interest and engagement in sport while gaining an understanding of social and cultural norms in Canada (Nagel et al., 2015; Piatkowska et al., 2017; Waardenburg et al., 2019). However, few CSCs in Canada currently engage in programming designed for newcomers. The purpose of this study is to understand and learn the willingness, capacity issues, and consequences experienced by CSCs that offer programs targeted to newcomers. Sport clubs are already well established across Canada, and so drawing on the experience and knowledge of practitioners engaged with targeted programming can provide insight to help scale up CSCs' efforts to facilitate newcomer integration.

Framed by capacity theory, which highlights the assets and resources an organization can draw on to achieve specific or overall goals, the study complements the increasing body of research on the various perspectives concerning capacity of CSCs (Doherty & Cuskelly, 2020; Ehnold et al., 2020; Kitchin & Crossin, 2018). It extends that theory with the consideration of club willingness as an aspect of capacity to engage in programming for newcomer integration. The study also explores both intended and unintended consequences for club capacity by engaging in such programming. Additionally, the investigation contributes to the discussion of diversity in CSCs (Spaaij et al., 2018, 2019) and newcomer sport programming in Canada (Barrick et al., 2021; Rich et al., 2015).

An instrumental multiple case study approach (Stake, 2006) is utilized to investigate club willingness, capacity and consequences associated with providing programming for newcomers in three different community sport clubs in different regions of Canada. Semi-structured, virtual interviews are underway with club leaders and decision makers who are directly involved in the establishment and delivery of newcomer programming (e.g., club president, treasurer, coach). Interviews will be transcribed verbatim and verified with participants, and independent and then joint coding will be undertaken by the investigators based on a priori and emergent themes pertaining to club willingness, capacity, and consequences.

The findings will highlight the experiences and challenges club practitioners in Canada face in their programming for newcomers and inform recommendations and efforts to mobilize the potential of CSCs to engage in integration efforts.

Discovering Cultural Intelligence (CQ) from International Student-Athletes' Transitional Experiences

Tsu-Lin Yeh, University of South Carolina

Mark Nagel, University of South Carolina ADVISOR

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 4

Diversity

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

The purpose of this study was to use a Cultural Intelligence (CQ) lens to determine the Southeastern Conference (SEC) international student-athletes' (ISA) experiences in the areas of athletic recruitment, campus life, retention, academic-athletic balance, and athletic retirement. CQ explains a person's capability for performing well in culturally diverse environments (Fang et al., 2018). Traditional CQ studies have been utilized to manage international organizations' diversity and inclusion (Triandis, 2006), particularly regarding employee retention, career transition and development (Mangla, 2021). However, although sport management is a well-recognized international industry, limited studies have adopted CQ concepts to analyze sport management diversity, particularly in college sport.

Over the last 10 years, there has been a dramatic increase in ISAs competing for National Collegiate Athletic Association (NCAA) members. In 2021, the number of ISAs in the NCAA exceeded 20,000 (NCAA, n. d.). Within the NCAA, the most well-funded conferences are known as the Power 5. Within the Power 5, the SEC has schools with strong fan bases and athletic budgets that usually exceed \$100 million. Observers have noted that athletes in the SEC face particular challenges given the tremendous focus each school's athletic department places upon generating revenues (Wilner, 2020) and the importance of winning across all sports, even those that do not generate significant revenues (Milkereit, 2017). Despite the growth in the recruitment of international athletes and the importance of athletics to SEC member schools, little is known about the experiences of ISAs in the SEC, especially among non-revenue athletes. Investigating ISAs' CQ through their athletic and academic experiences will help college sport administrators and coaches better prepare for future ISA's experiences, as well as directly benefit future ISAs as they consider a potential Division I college sport opportunity.

Using snowball and random sample selections, former athletes across a variety of SEC schools and sports were initially contacted via email and LinkedIn messages. Each interview was scheduled for approximately 45 minutes on Zoom. A total of nine SEC athletes (three male and six female) from four non-revenue sports (cross country, diving, swimming, and track & field) from eight different nations (Australia, The Bahamas, Cuba, Germany, Jamaica, Saudi Arabia, South Africa, and Venezuela) participated. Though appearing small, a nine-athlete sample meets the recommended sample size for a phenomenological study (Miller et al., 2018; Brown et al, 2018). The participants were asked questions related to the various experiences they had before, during, and after their time on campus.

Protocol coding, in-vivo coding, and emotion coding were utilized as the main coding approaches to identify ISA transitional experiences (Saldaña, 2015). The emerging themes showed that the athletic team culture, community, networking, trust, and safety were highly connected to CQ features on cognitive, motivational, and behavioral dimensions (Bücker et al., 2015). The findings also illustrated that most of the ISAs cultivate their CQ from former athletes' insights and experiences. Further studies can focus on different athletes' segments (such as sport types, countries, and gender) to explain how CQ assists athletes' career transitions.

The Causal Relationship between Job Characteristics, Organizational Support, Stress and Performance

Sahar Hosseini, University of Ottawa

Eric MacIntosh, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Management

Management 8

Organizational Behavior

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

Job stress is a common occurrence and of the utmost concern for management (Avey, Luthans, & Jensen, 2009). Canadian employees report workplace stress as a primary cause of mental health concerns which can subsequently impact workplace productivity and job performance (Mental Health Commission of Canada, 2019). In addition, the novel Coronavirus has had several negative consequences on people including for example the forced closure of work within sport that has resulted in financial, social and health related problems in part due to the consequences of stress (Brooks et al., 2020; Hossain, Sultana, & Purohit, 2020). Sport organizations and their employees are certainly not immune to the deleterious effects of stress. Consequently, one of the management considerations to attenuate for stress is known as job characteristics (c.f., Hackman & Oldham, 1976).

Hackman and Oldham (1976) developed the job characteristics theory, which can be used to understand the relationship between job characteristics, job design with various outcomes of interest. They suggested five characteristics of the job (i.e., skill variety, task identity, task significance, autonomy, and feedback) that influenced personal and work-related outcomes. Research has shown that when employees are faced with stressful conditions and high job demands, moral and economic support from the organization are needed (Krishnan & Mary, 2012). Organizational support theory (OST) proposes that employees form a general perception and belief concerning how management values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). According to OST, such perceptions could have considerable effects on employees' feelings of stress, their attitudes, behaviour and performance (Eisenberger & Stinglhamber, 2011; Kuressis et al., 2015; Rhoades & Eisenberger, 2002).

The purpose of this study was to investigate the causal relationship between job characteristics, perceived organizational support, job stress and job performance. An online survey was created using existing validated instruments (i.e., Job Characteristics Survey from Morgeson & Humphrey, 2006; Perceived Organizational Support short version from Eisenberger et al., 1997; Job Stress Scale from Parker & DeCotiis, 1983; Job Performance questionnaire from Williams & Anderson, 1991). Invitations were sent to several Canadian sport organization's whom agreed to share the voluntary, anonymous and confidential survey link with their employees (N = 146). Notably, recruitment and participation occurred during the Covid-19 pandemic.

Data was entered into SPSS and analyzed using a structural equation model technique. The results of the model confirmed that job characteristics components can decrease overall job stress and improve job performance amongst sport employees even during a pandemic. Moreover, there is a significant impact between the level of organizational support and job stress. Specifically, when organizational support increases, job stress will be reduced. However, no direct or indirect results with job performance were found. This study contributes to the extant sport management literature within organizational behavior and provides an account of the importance for management to take a person-centered approach, particularly during high stress times such as the Covid-19 Pandemic.

Exploring motives for Twitch streaming and viewership related to exergames

Anthony Montanaro, University of Louisville
Adam Cocco, University of Louisville
Marion Hambrick, University of Louisville
Evan Frederick, University of Louisville

20-minute oral presentation (including questions)

Marketing

Marketing 8

Motivation

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

The esports industry has experienced rapid expansion and is forecasted to grow from \$957.5 million in 2019 to \$1.6 billion by 2024 (Newzoo, 2021). This growth is in part due to streaming platforms such as Twitch, which allows esports participants to livestream their gameplay and interact directly with viewers (TwitchTracker, 2021). Researchers have investigated esports in various ways, including comparisons to traditional sport (Pizzo et al., 2018) and the impact of Twitch on spectator motivations and behaviors (Qian et al., 2019). Uses and gratifications (U&G) has emerged as a popular approach to examining esports motives (Qian et al., 2019). U&G suggests “people actively seek out, consume, and participate in media that fulfil their individual needs and match their preferences better than other media options” (Hilvert-Bruce, 2018, p. 59). This approach allows researchers to investigate what media people consume and why they consume it from the perspectives of both viewers and content creators of esports.

A review of the esports literature reveals a lack of focus on content creators (Zhao et al., 2018) and almost no research exploring the sub-genre of esports known as “exergames” (Viana & de Lira, 2020). Exergames simulate aerobic exercises, allowing users to actively participate in various sports games such as cycling or running (Viana et al., 2021). An increase in exergaming has occurred as a result of people spending more time at home due to COVID-19 (Viana et al., 2021). The purpose of this study was to investigate the motives of Twitch content creators and viewers involved in exergames. Specifically, this study sought to document similarities with previous research examining motives for esports consumption and identify new motives (if any) related to the exergames sub-genre.

A qualitative method was used to investigate the motives of exergame content creators and viewers on Twitch. Semi-structured interviews with content creators and viewers of the eCycling game Zwift were conducted to understand their perspectives and motives for these activities. Inductive coding was used to identify themes related to content creation and viewing motivations. The findings indicated primarily different motivations for both viewing and content creation compared to previous esports literature. Themes for viewers of exergames content included entertainment, sense of community, acquiring knowledge on riding techniques, and gathering information on new races or routes. Themes for content creators included ability to rewatch and critique previous performances, accountability to exercise, and provide motivation for other individuals to get involved.

This research extends knowledge regarding motivations of esports participants and consumers through an examination of the exergames sub-genre. It also provides practical implications as content creators can monetize their talents through streaming platforms (Zhao et al., 2018). A further understanding of motivations of viewers can lead to more tailored content creation impacting audience and earnings potential. Finally, the exploratory nature of this research can serve as a basis for scale development related to motives of content creation and viewing of exergames.

The Effects of Sport Commentary on Viewer Attention, Arousal, and Fan Development

B. Christine Green, George Mason University - Fairfax, VA

Derrick S. Wong, George Mason University

Craig Esherick, George Mason University

Laurence Chalip, George Mason University

Robert Baker, George Mason University

20-minute oral presentation (including questions)

Communication

Communications 4

Media

Thursday, June 2, 2022, 4:25 PM - 4:45 PM

Sport broadcasts differ from their corresponding live event in that they are created specifically to entertain viewers. Thus, production elements such as camera angles, graphics, instant replay, fast-paced video cuts, and the narratives provided by sport commentators are used to guide and sustain viewers' attention and interest (Bryant et al., 1977), increase arousal (Bryant & Raney, 2000), and therefore enhance enjoyment (Raney, 2006). This is consistent with excitation transfer theory (Zillman, 1971), which predicts that emotional reactions can result in leftover excitation. This arousal then transfers to reactions to further stimuli, thereby intensifying the experience. Suspenseful environments, such as spectator sport, provide great enjoyment because excitement transfers from play to play and increases the intensity of emotion. Men normally have higher levels of arousal than do women (Duncan & Brummett).

The purpose of this study is to manipulate the intensity of emotion throughout a broadcast via the scripts used by commentators to frame viewers' experience by (1) shifting attention to specific elements of the telecast, and (2) manipulating the emotional importance and excitement of play via the commentary. Two scripts will be used with the same telecast of the USA rugby 7s Men's final match at the Tokyo Olympic Games. One will seek to maximize the excitatory potential of the match by focusing on suspense and drama (Cummins et al., 2012; Zillman, 2009), while the other will seek to minimize the excitatory potential, instead focusing on facts and information about the match and the sport. Both scripts will include a range of elements common to commentary of rugby 7s (Wong & Green, 2021). These scripts are currently being refined and tested to ensure that they elicit the expected responses.

The full study uses a 2 (script) X 2 (gender) experimental design. A random sample stratified by gender will be recruited to watch the first half of the match (N=80). Viewers will be fitted with Tobii Glasses 2 eyetracker, and Shimmer3 GSR+ hand unit, and seated ~ 4 feet from a 65" flat panel TV. Prior to viewing, participants will complete measures of familiarity with rugby 7s and identification with rugby (Wann et al., 2001), as well as fanship for U.S. teams (Wann, 2002). After viewing, they will complete measures of enjoyment, interest, and intention to watch rugby. Covariates include familiarity with rugby 7s, fan identification with rugby, and fanship for U.S. teams. Dependent variables include physiological arousal (measured via galvanic skin response), attention (measured by number and length of fixations on areas of interest), and 3 self-reported measures (enjoyment, interest, and intention). MANCOVA will be used to identify significant differences in arousal, attention, enjoyment, interest, and attention by script, gender, and their interaction. Implications for designing sport commentary to develop fanship will be discussed.

Public Funding for Major League Sports Facilities: The End of an Era?

Judith Grant Long, University of Michigan
Sidney Johnson, University of Michigan

20-minute oral presentation (including questions)
Facilities/Events
Facilities/Events 4

Other
Thursday, June 2, 2022, 4:25 PM - 4:45 PM

The history of building major league sports venues is generally reported as one of increasing public cost, with taxpayers shouldering much of the burden for new stadiums, ballparks, and arenas. Indeed, a widespread consensus among academic and public policy researchers supports this reading, arguing that public funding for major league sports facilities has been increasing since the 1960s, measured both in public cost (\$) and in the public share of total project cost (%) (Matheson 2019, Long 2013, Coates and Humphreys 2008, Long and Zimbalist 2005, Noll and Zimbalist 1997, Baade and Sanderson 1993). Much of this analysis is based on venue cost and public funding data gathered in the 1990s and 2000s, with the last comprehensive dataset reporting costs for venues opened by 2010 (Long 2013).

This narrative of increasing public cost has shaped the often-contentious political discourse surrounding venue subsidies in major league host cities. The public cost data underlying these studies has been positioned to serve two countervailing arguments. Subsidy opponents use these data to demonstrate that too much public money is being spent, while subsidy advocates use them to argue that public spending should be maintained at prevailing levels to ensure a level “playing field” of subsidy allocations among teams.

Yet in a surprising twist, several recent major league venues have been built with comparatively low amounts of public funding. High profile examples include Mercedes Benz Stadium built for the NFL Atlanta Falcons in 2017, the Chase Center built for the NBA Golden State Warriors in 2019, and SoFi Stadium built for the NFL Los Angeles Rams in 2020, among others. Might these cases be signaling important shifts in the way major league venues are funded? Is public funding decreasing? Has it possibly peaked?

This paper is a response to these recent empirical observations and seeks to verify if a significant shift in historical patterns of public funding is underway. I build on my own database of major league venue cost data (1890 to 2010), by adding data for all venues newly built or substantially renovated between 2010 and 2021. Next, I adjust the entire data set to 2021 dollars using the Construction Cost Index. Using the updated dataset, I analyze quinquennial and decade spending trends from 1950 to 2021. Finally, I place these data in the context of historical trends.

My preliminary findings (data analysis is currently underway) indicate that there is evidence of decreasing public funding for major league venues over the past decade, measured both in public cost and public share. Additionally, I expect to argue that decreasing public funding is a result of several factors, including: i) increasing revenues from media rights, gaming and sponsorships including naming rights, ii) increasing privatization of venue operations and management, and iii) opportunities for adjacent real estate development, particularly through the formation of sport and entertainment districts.

An Exploration of Canadian Multisport Service Organizations' Response to Healthy Living mandate: Integrating Institutional and Archetype Theories

Taylor Sutherland, Western University

Landy Lu, University of Minnesota - Twin Cities

Laura Misener, University of Minnesota - Twin Cities ADVISOR

20-minute oral presentation (including questions)

Management

Management 9

Organizational Change

Friday, June 3, 2022, 8:00 AM - 8:20 AM

Sport's social context has become increasingly marked by concerns for sedentary lifestyles and subsequent health issues (Janssen, 2012). The current federal policy, Canadian Sport Policy (CSP) (2012), acknowledges this problematic rate of sedentary living across Canada and as such, mandates sport promotion and healthy living outcomes (CSP, 2012). However, little is known about how sport organizations have responded and adapted to this change. Thus, we sought to understand more about how sport organizations are incorporating healthy living into their agendas as per their policy mandate.

Previous sport management studies have explored institutional pressure and organizational response in a variety of settings, including national and professional sport organizations (Edwards et al, 2009; Heinze & Lu, 2017). Fewer inquiries have targeted multisport service organizations (MSOs). MSOs are an important division of federal sport organizations in Canada that primarily develop and provide services for the national sport community. MSOs tackle differential multi-sport outcomes related to sport programming, strengthening Indigenous and female sport involvement, physical activity promotion, among others (National Multisport Service Organizations, 2020). Given their unique involvement in differential sport outcomes, MSOs offer a critical setting to explore the sport organizations' role in healthy living.

Within the broader realm of organizational response inquiries, sport management scholars have also applied archetypes to better understand change dynamics (Parent et al., 2021). An 'archetype' refers to an organizational typology that is designed to embody interpretive schemes (Greenwood & Hinings, 1993). Interpretive schemes reflect patterns based on organizational goals, beliefs, and structure. Archetypes therefore are groupings of organizations based on patterns of interpretive schemes (Pinnington & Morris, 2002). Archetype theory compliments institutional studies on organizational change, whereby institutional theory helps identify change and archetype theory rationalizes said change. This study capitalizes on both institutional and archetype theories to create a robust approach that "enable[s] the categorization of sport organizations in order to identify the nature and extent of change occurring" (Hoye et al., 2020, p.582).

We employed a qualitative exploratory methodology to facilitate the pursuit of novel findings regarding pressure and response dynamics. Our core data sources included policies, reports (including e-survey data), and general MSO organizational documents. We adopted Hartwig and Dearing's (1979) two-step exploratory data analysis process as an analytic framework. In the first step, Scott's (2014) Pillars Framework and Oliver's (1991) strategic response typology were applied to identify health-related forces and MSOs' responses. In the second step, we developed an original typology derived from CSP's (2012) MSO objectives. Re-expression facilitated our understanding of how different organizational forms may shape their responses despite a unanimous institutional pressure.

Our findings show that regulative (from legal, political and financial sectors), normative (social sector), and internal organizational pressures were all observed to mandate and/or expect sport organizations to contribute to health outcomes. MSO responses were heterogeneous, with defiance being the most frequently observed response. Findings further suggest that a scattered allocation of MSOs across CSP (2012) objectives and system-level structural and financial mechanisms may have impacted organizational capacity to comply with institutional pressures.

Role of Explainability in Developing the AI-based Fitness Recommendation Services

Bomin Kim, Sungkyunkwan University

Young Ji Lee, Sungkyunkwan University

Youjin Chang, Sungkyunkwan University

Seung-Chan Kim, Sungkyunkwan University ADVISOR

Wonseok (Eric) Jang, Sungkyunkwan University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 9

Consumer Behavior

Friday, June 3, 2022, 8:00 AM - 8:20 AM

The artificial intelligence-based-workout-recommendation-service (AIWRS), which recommends workout plans to users, become popular. Thus, scholars have examined the key factors that determine the evaluation of AI-based-recommendation-services, such as personal innovativeness, transparency, and fairness of algorithms (Sohn & Kwon, 2020). Despite this early effort, existing literature heavily neglects the important role of explainability when developing AIWRS. Indeed, scholars have focused on how users evaluate AIWRS that uses a traditional AI interface which only provides recommendations to users without providing any explanation regarding the final recommendation. An inability to provide an explanation occurs because the process of learning data and making algorithmic decisions are too complex (Holzinger, 2018).

By applying the concept of explainable AI (XAI), which not only provides algorithmic decisions, but also an explanation, we propose that the interface of XAI would help users to form greater degrees of trust with AIWRS, especially for elderly individuals. The uncertainty reduction theory (URT) suggests that people hesitate to adopt AI services because of the high degree of uncertainty associated with new technology (Liu, 2021). Particularly, elderly individuals experience stronger uncertainty than younger individuals as those individuals hold greater anxiety and are unfamiliar with new technology. Thus, we posit that XAI interface would be particularly effective for elderly individuals. Furthermore, because individuals highly involved in exercise seek greater explainability about exercise than less involved individuals, the interaction between different types of AI interface and age would be further moderated by individuals' exercise involvement (EXIV). We propose the following hypotheses:

- H1: For elderly users with high EXIV, the XAI system would lead to greater trust and greater intention to use the service than a traditional AI system
- H2: For younger users with high EXIV, a traditional AI system would lead to greater trust and greater intention to use the service than the XAI system

Design: This study used a 2 (interface type: traditional AI vs. XAI) x 2 (younger vs. older users) x 2 (low vs. high EXIV) between-subjects design(n=225).

Procedure: First, the participants were randomly assigned to either an AI or XAI interface condition, and entered their personal data into the recommendation system. Subsequently, the participants in the AI condition received only a personalized workout plan, whereas the participants in the XAI condition received both a personalized workout plan and an explanation of why a certain workout plan was recommended. Second, the participants completed a questionnaire.

Results: Regarding the trust level, the three-way interactions were significant, $p < .05$. The results further indicated that elderly individuals with high EXIV perceived the recommendation as more trustable for XAI interface ($M=4.64$) than the AI interface ($M=3.69$), $p < .05$. Younger users with high EXIV perceived the recommendation as similarly trustworthy for AI interface ($M=4.24$) and the XAI interface ($M=3.79$), $p = .21$. Identical patterns occur for future intention to use the service. Additional results will be discussed at the conference.

Discussion: We believe this is the first empirical study in the field of sports management that examines how individuals evaluate AIWRS.

“Not Slaves to the NCAA”: College Athlete Activism

Molly Harry, University of Virginia

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 3

Other

Friday, June 3, 2022, 8:00 AM - 8:20 AM

In the aftermath of George Floyd’s murder, the sport-activism nexus received heightened attention as college athletes raised their voices about racial injustice. A qualitative survey was sent out to 1,000 athletes in a Power Five conference and 100 responded about their activism experiences. Responses were apriori coded and themed through Cooper and colleagues’ (2019) typology of Black athletes’ sport activism. This typology highlights five ways in which Black athletes commonly engage in activism: (1) symbolic activism, (2) scholarly activism, (3) grassroots activism, (4) sport-based activism, and (5) economic activism. The sample of athletes in this study included white, Black, Hispanic/Latinx, and athletes of other races. Thus, this research extends Cooper and colleagues’ (2019) work beyond Black athletes. Symbolic activism involves deliberate action to bring awareness to injustice (Cooper et al., 2019). The most prominent form of symbolic activism is protesting, which was the most popular form of activism by athletes in this sample (66%). The second prong of the typology, scholarly activism, is the transfer of ideas to enhance understanding about racist structures. These structures can be dismantled through discussion and counter-storytelling. Highlighting both symbolic and scholarly activism, a Black football player provided: “Our team did a march on campus and had discussions of racism and what it means to be Black in America, helping our white teammates and coaches understand what we go through.” Additionally, such discussions were the third most prominent way athletes engaged in activism (43%).

While less common amongst this sample of athletes, grassroots activism involves “counter-hegemonic actions performed at the meso- and micro-level” and includes actions such as signing petitions, which was an avenue used by the athletes (15%) in this study (Cooper et al., 2019, p. 172). The fourth typology, sport-based activism, includes the actions of athletes to alter current practices and policies of sport organizations. These actions take place within sport-specific spaces, but still involve intersections of race, status, and oppression. Examples include forming Black athlete groups, which 9% of athletes participated in, and kneeling for the national anthem, which 11% of athletes participated in. Finally, economic activism fosters economic and social empowerment (Cooper et al., 2019). Almost 20% of the athletes in this sample noted that they donated to Black-owned businesses.

The results of this study support the use of Cooper and colleagues’ (2019) work to better understand athlete activism as this activism is likely to continue. Similarly, this study bolsters research from other scholars (Kluch, 2020; Lee & Cunningham, 2019) by extending knowledge about the ways in which athletes commit to racial justice. Knowing the ways in which athletes commit to racial justice allows for sport managers to better support athletes in these endeavors or participation in mobilization efforts. As athletes continue to bring attention to injustices in sport, athletics managers must continue to show direct support for activism and racial justice to ensure athlete actions are not in vain. Implications for athletics managers will be discussed.

What are Shadow Stadia and their Environmental Impacts?

Taryn Barry, University of Alberta

Daniel S. Mason, University of Alberta ADVISOR

Lisi Heise, City of Edmonton

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 5

Sustainability

Friday, June 3, 2022, 8:00 AM - 8:20 AM

Stadium and arena anchored development projects remain significant in urban redevelopment planning. Most attention is placed on the scope, planning, and construction of the new sports facility, while less emphasis is on the facility left behind or shadow stadium. Shadow stadia are defined as the stadiums that are in areas that are deemed untenable for supporting new stadia or other kinds of development. Some of these shadow stadia are repurposed for mixed use, others are demolished with delayed redevelopment plans, while some remain abandoned and empty. The environmental impacts from shadow stadia are not fully understood. While environmental sustainability has been investigated in urban development and stadium research (Triantafyllidis et al., 2018; Kellison et al., 2015; Sze, 2009), limited research exists on how the immediate neighbourhood anchored by pre-existing venues will cope in the shadows of these new development plans, and the environmental effects of the loss of a sport venue and its events from their neighbourhood.

The aim of this study is twofold. First, we look to better define, account for, and categorize shadow stadia globally. Second, we will investigate cases to illustrate potential environmental impacts of shadow stadia. An environmental justice lens will be used as a theoretical framework, which intersects issues of class, culture, race, and gender into the fold of environmentalism (Holifield, 2001). Furthermore, it emphasizes the environmental hazards such as noise and air pollution, waste, and green space degradation that impact where people work, live and play (Novotny, 2000). This approach is appropriate for investigating the environmental impacts on the residents who live near a shadow stadium, since it recognizes why those already subjected to other forms of disadvantage are also exposed to environmental risks (Schlosberg & Collins, 2014).

Classifying shadow stadia is in progress through a process of collection and analysis of primary sources, such as press releases, council reports, legal documents, and google maps data. Furthermore, this study will carry out a historical, multi case study approach (Eisenhardt, 1989) using archival data and a thematic analysis. Four unique cases will be presented with an environmental justice lens, including the following shadow stadia: 1) demolished and delayed revitalization plans - Candlestick Park, San Francisco, 2) demolished and replaced by mixed use development - Amway Arena, Orlando, 3) abandoned facility and cancelled revitalization plans - Astrodome, Houston, and 4) repurposed as multi-use facility - Maple Leaf Gardens, Toronto.

This study fills a gap in the literature on shadow stadia, highlighting both negative and positive environmental effects that should be considered and planned for when major league sports teams and city leaders move their team and build new facilities. It is posited that each case will have unique local circumstances that lead to the success or failure of the shadow stadia. Similarities and differences will be presented in the study results. From there, recommendations for integrating the key elements of environmental justice into shadow stadia and broader arena anchored urban redevelopment, will have practical implications for city leaders, master developers, policy makers, and community advocates.

Athletic Administrators' Perspectives on College Athlete Activism via Stakeholder Theory

Samuel Schmidt, University of Wisconsin - La Crosse

Yannick Kluch, Virginia Commonwealth University

Evan Brody, University of Kentucky

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 5

Other

Friday, June 3, 2022, 8:00 AM - 8:20 AM

Since 2012, athletes in the U.S. have increasingly used their platform and power to challenge the status quo of American society (Edwards, 2016). These athlete activists have protested the deaths of Black American lives, gender pay discrimination, LGBTQ+ rights, and many more societal issues. The research on athlete activism has historically focused on athletes at the professional level (e.g., Coombs & Cassilo, 2017; McGannon & Butryn, 2020; Sanderson et al., 2016), with college athlete activists representing a less examined population in activist movements despite activism becoming more common among athletes on U.S. college campuses (Mac Intosh, Martin, & Kluch, 2020).

The impact of college athlete activism can also be felt by athletic administrators - a population whose role in activism has not yet been examined in the sport management literature despite recent high-profile examples pointing at administrators' ability to serve as barriers to athlete activism. For example, it was recently reported that Kansas State University's athletic director Gene Taylor stated that the athletic department was likely to stop using the patches in support of the Black Lives Matter movement as a result of the negative consequences (i.e., season ticket holders not renewing tickets) of student-athletes' activism. While supportive of the players, Taylor noted the athletes' activism had an impact on different stakeholders such as alumni and donors.

The example of Kansas State's approach to athletes' activism inspired the current study, the purpose of which was to examine athletic department administrators' perceptions of college athlete activism via stakeholder theory. Stakeholder theory was developed to provide a framework for understanding managerial decision-making by focusing on the groups and participants that influenced the organization (Freeman, 1984). The theory can help scholars and practitioners categorize different stakeholders by their power, legitimacy, and urgency (Mitchell, Alge, & Wood, 1997), which has been utilized in past sport management literature (e.g., Huml, Hambrick, Hums, & Nite, 2018). For athletic administrators, stakeholders could include athletes, coaches, donors, sponsors, and a host of other internal or external entities (Kihl, Leberman, & Schull, 2010). By understanding who the prominent stakeholders are, and which of those stakeholders have power, urgency, and legitimacy (as it relates to college athlete activism), we can better equip future athletic administrators to navigate college athletes' activism - including empowering college athletes who want to utilize their platforms to challenge society's status quo.

While this project is a work-in-progress, we have conducted six interviews to date with senior-level athletic administrators (e.g., Deputy Athletic Directors, Athletic Directors, Senior Woman Administrators) working in NCAA Division I, II, and III athletic departments. While we anticipate for the data to reach saturation after an additional 5-6 interviews (to be completed by January 2022), preliminary findings show that both internal and external stakeholders heavily impact athletic administrators' engagement on college athlete activism. More specifically, preliminary higher-order themes emerging from the data include (a) College Athletes having urgency/legitimacy/power, (b) Coaches as the "Front-Lines", (c) Proactive activism culture, and (d) External leadership buy-in. Finally, implications, limitations, and directions for future research will be discussed during presentation.

COVID-19 Pandemic Stress and Occupational Turnover Intentions of NCAA Academic Service Professionals: The Mediating Role of Organizational Support and Job Burnout

Yoonki Chun, University of Florida

Skyler Fleshman, University of Florida

Michael Sagas, University of Florida ADVISOR

Elodie Wendling, University of Florida ADVISOR

20-minute oral presentation (including questions)

Management

Management 10

Human Resource Management

Friday, June 3, 2022, 8:00 AM - 8:20 AM

The cancellation of the NCAA's 2020 basketball post-season tournaments due to COVID-19 resulted in a loss of \$375 million in payments to universities (Blasi, 2020). Over 2000 athletes across all three NCAA divisions were also affected due to canceled seasons (Swanson, 2020). The deleterious effects of the shutdown and COVID-19 have already begun to be studied and have reported on the well-being of athletes (Colombi, 2021) and financial challenges (Yarberry, 2021). However, the impact of the pandemic on the sport workforce, such as employees working in collegiate athletic departments have yet to be advanced. The current study, guided by Conservation of Resources (COR) theory, contributes to our understanding of the impact of the pandemic on NCAA academic service professionals' by examining the mediating role of organizational support and job burnout on the relationship between pandemic stress and occupational turnover intentions.

Prolonged containment measures at work have affected employees' relationships and instilled feelings of uncertainty, feelings of isolation, and a sense of lost motivation and self-worth (Williams et al., 2020). Considering environmental and cognitive factors as resources, the COR model contends that as employees' resources are exhausted at a pace exceeding replenishment, perceived stress increases, eventually contributing to burnout (Freedy & Hobfoll, 1994). Notably, stress experienced during the pandemic was found to affect turnover intentions through job burnout (Sklar et al., 2021). Thus, adapting the COR model to the stress college athletics employees experienced is particularly relevant given the changes in working conditions and demands that occurred within. Concurrently, resources related to social support can serve to replenish lost resources (Hobfoll, 1988). Accordingly, the organizational support employees received in their workplace may have served as a protective resource to alleviate negative work outcomes caused by stress (Halbesleben, 2006). The sample of this study consisted of 424 NCAA Division I academic service professionals that responded to an email request to participate in a survey in July 2021. A serial mediation analysis was performed using SPSS PROCESS (model 6).

The results indicated that pandemic stress significantly predicted organizational support ($\beta \leq -0.42, p < .001$), job burnout ($\beta \leq 0.54, p < .001$) and occupational turnover ($\beta \leq 0.41, p < .001$). Organizational support was significantly related to job burnout ($\beta \leq -0.36, p < .001$) and occupational turnover ($\beta \leq -0.26, p < .001$), and job burnout was positively related to occupational turnover ($\beta \leq 0.50, p < .001$). We tested the effects of the two mediators on the relationship between pandemic stress and occupational turnover and found that organizational support and job burnout collectively fully mediated the relationship [effect: .46, 95% CI (0.36, 0.57)].

The results support COR theory in that the pandemic stressors that employees perceived likely depleted cognitive resources, leading to burnout and increased intentions to leave the collegiate sports industry. Further, athletic departments that enhanced organizational support during the pandemic by caring about the opinions, goals, and well-being of their employees mitigated the harmful effects of stress, improving the retention of valuable employees to the college sports enterprise.

Assessing the landscape of ticket sales research in sport management: An integrated review

Amanda Barefoot, Louisiana State University

Jeff White, Louisiana State University

J. Michael Martinez, Louisiana State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 10

Sales

Friday, June 3, 2022, 8:00 AM - 8:20 AM

For a wide variety of event-producing sport organizations, ticket sales and gate receipts form the foundation of their revenue-models. While big-time college sports and the Big 4 professional leagues (i.e., NFL, NBA, MLB, and NHL) have lucrative broadcasting and media rights agreements (Bradbury, 2019), many other professional and collegiate departments do not enjoy the same financial benefits and hinge most revenue-generation strategies on ticket sales. In addition to monetary revenue benefits, event attendance numbers also impact fan perceptions regarding competitiveness and financial well-being of a team, while contributing to some dimensions of customer satisfaction. Additionally, ticket sales, service, and operations positions accounted for approximately one out of every five job postings on the popular professional sports job board Teamwork Online. Therefore, as ticket sales are fundamental to many practical applications of sport management operation and research, the purpose of this study is to review current academic literature in the area of sport event ticket sales for both summary and to direct and inform future research that seeks to close the still prevalent theory-practice gap in sport management literature (Cunningham, 2013).

Following the steps of integrated review methodology (de Souza et al., 2010; Whittemore & Knafl, 2005), marketing and ticket sales research in a selection of five sport management journals were reviewed. Articles included those published since 2000 that contain the phrase “ticket sales” within their abstracts. Additional inclusion criteria for review included publications that were focused on ticket sales consumers as spectators of an event and not participants in an activity-based event as determined through a by-hand. Exclusion criteria included book reviews, editor's notes, and articles focusing on merchandise or apparel sales, as well as those addressing trademark and licensing law. In total, 34 articles have currently been identified for inclusion in this study.

Major themes suggest that ticket sales research focused largely on demand-based pricing models (e.g., DeSchrive, 2007; Kelley et al., 2014; Kemper & Breuer, 2015), customer service practices (e.g., Brody et al., 2010; Lanello & Clout, 2012; Musante, 2007), consumer purchase intention and behavior (e.g., DeSchrive, 2007; Kelley et al., 2014; Mills et al., 2016), and the relationship between the primary and secondary ticket markets (e.g., Drayer et al., 2011; Kemper & Breuer, 2015).

However, there remain areas regarding ticket sales research that continue to lack, including the experiences of ticket sales representatives and supervisors, as well as aspects of workaholism, burnout and turnover across the sport industry specifically among ticket sales employees. From a practical perspective, findings from the present study should also inform the utility of such research as it applies to the practice of tickets sales in sport organizations. Since a significant portion of ticket sales research is focused on a specific league or individual organization, sport management practitioners can look to this study to find commonalities in ticket sales issues, resolutions, and attitudes across a wider variety of revenue-generating organizations. This practical application will further illustrate how issues and themes differ or are duplicated by organizations, leagues, and sports.

The Motivational Drivers of Sport Fans' Athlete Live Streaming Behavior

Benqiao(Stella) Jiang, Indiana University

Junwoo Choi, Indiana University

Braden E. Norris, Indiana University

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20-minute oral presentation (including questions)

Communication

Communications 5

Social Media

Friday, June 3, 2022, 8:00 AM - 8:20 AM

As an emerging area of social media, live streaming has been attracting viewers - especially those in younger generations - around the world (Petrocelli, 2021). There has been a rapid growth in the live streaming market. For example, the viewership of Twitch in 2020 increased by 69% over the previous year, including a peak of over 2.8 million viewers (TwitchTracker, 2021). Over 11 billion watched the Chinese athletes live streaming videos during the Tokyo Olympics (He, 2021). Live streaming is a platform where in real time users have the opportunity to create, produce, and broadcast their individual programs (Scheibe et al., 2016). Athlete live streaming is a new phenomenon in media to interact with fans by sharing athletes' knowledge, experience, and daily life.

While live streaming is quickly becoming quite popular, little is known about sport fans' reasons to follow athletes via live streaming. Thus far, scholars have predominantly identified motivations associated with social media consumption. Recently, a few scholars (e.g., Jang et al., 2020; Qian, 2021) have investigated factors influencing intentions to watch sport events (e.g., professional football, esports) via live streaming. Although findings of such work shed light on the field's understanding of variables driving sport fans' live streaming behavior, the variables identified in those studies may not be applicable to a novel phenomenon such as an athlete's live streaming behavior. As such, the purpose of this study is to examine the relationship between motivational drivers of athletes' live streaming and sport fans' continuance intentions to watch such content.

For the purpose of this study, the Uses and Gratification theory (UGT) was used as the conceptual framework. This theory has been extensively applied to media consumption studies by postulating that the viewers are proactive and have a discretion to choose the media to satisfy their needs (Rubin, 2009). Specifically, the UGT was used to explicate online shopping, game, and social media behavior (Sjöblom & Hamari, 2017). Recently, Ma et al. (2021) investigated motivations of esports live streaming users based on the UGT approach.

Data will be collected from those who meet criteria of filters regarding athletes' live streaming consumptions through Amazon M-Turk. In terms of measurements, a total of 16 items under five dimensions will be adapted from the Motivational Scale for Sports Consumption (MSSC; Trail & James, 2011). Three items will be used to measure athlete identification (Lee et al., 2016) and three items will be used to measure athlete support (Li et al, 2019). Finally, continuance intentions to watch athletes' live streaming will be measured with three items adapted from Jang et al.'s (2020) study.

The results of the current study are expected to add to the literature in our field by unearthing the motivational drivers associated with watching athletes' live streaming behaviors. Findings will be useful for content creators, managers, marketers, etc. in the development of tailored management and marketing strategies related to sport fans and their consumption of athletes' live streaming services.

Racial and Gender Inequality Regimes in Sport: Occupational Segregation and Wage Gaps in the U.S. Spectator Sports Industry

Lauren C. Hindman, Stonehill College

Richard J. Paulsen, Bloomsburg University of Pennsylvania

20-minute oral presentation (including questions)

Management

Management 9

Diversity

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Sport organizations have historically been characterized by a lack of racial and gender diversity. Existing examinations of sport industry diversity focus their inquiries on organizational leaders and management, coaches, and/or athletes, and have found that sport organizations are dominated by white men, particularly in leadership roles (e.g., Acosta & Carpenter, 2014; Lapchick, 2021). However, such analyses exclude workers in other industry jobs, particularly those working in the part-time and precarious positions that comprise a large proportion of the sport industry workforce (McLeod et al., 2019). In addition, analysis of racial and gender wage gaps in the sport industry is currently limited outside of comparisons of athletes in men's and women's sports. Thus, in this study, we investigate both occupational segregation and wage gaps by race and gender across all occupations in the U.S. spectator sport industry.

We conducted our analysis based on a framework of racialized and gendered organization theories (e.g., Acker, 1990; Ray, 2019). Such theories explain how organizations function as inequality regimes, maintaining racial, gender, and social class inequalities through their structures and practices (Acker, 2006). Specifically, we consider how workers experience horizontal occupational segregation, sorted into jobs based on race and gender (Campos-Soria et al., 2011; Queneau, 2009). In sport, such segregation can lead to women and racial minorities occupying positions with less organizational power and opportunity for advancement (McDowell et al., 2009; Yiamouyiannis & Osborne, 2012). Additionally, research on racial and gender wage gaps demonstrates how a range of factors, including occupational segregation and racial and gender biases, can explain persisting pay differentials for women and people of color (Misra & Murray-Close, 2014).

Data came from the U.S. Census Bureau American Community Survey (ACS), an annual survey of a one percent sample of the U.S. population that includes sampling weights to allow for inference on the full U.S. workforce. For our analysis we use a five-year ACS sample consisting of the single-year samples from 2014 to 2018. The workers included in our analysis are those working in the U.S. spectator sports industry, which consists of spectator sports teams, racetracks, and other spectator sports. To analyze the data, we present descriptive results and perform linear and logistic regression analysis.

Results show that while men and white workers each comprise approximately 70% of the industry, women and racial minorities are overrepresented compared to their share of the U.S. population in occupational groupings that correspond with socially constructed ideal worker norms on the basis of race and gender, and are also more likely to be employed part-time (Acker, 2006). Results also indicate large racial and gender earnings differentials, and for Black and Hispanic workers (but not women) large shares of those differentials can be explained by occupational segregation. Such results demonstrate ways that the sport industry functions as an inequality regime, reproducing existing social inequities through its hiring and pay practices. The results also underscore the importance for managers to pay attention to diversity at all levels of the organization, not just in the high-profile positions.

Effects of Sport Enjoyment, Involvement Opportunities, Sport Identity, and Sport Satisfaction on Sport Commitment in Adult Tennis League Participants

Seonghun Lee, McKendree University

Youngjik Lee, Kookmin University

Stephen Hankil Shin, Belmont University

20-minute oral presentation (including questions)

Marketing

Marketing 9

Motivation

Friday, June 3, 2022, 8:25 AM - 8:45 AM

In 2020, despite lockdowns and fewer opportunities to play sports in the United States, tennis participation significantly increased (USTA, 2021). Specifically, the number of new participants increased by 44% (3 million), and returning players increased by 40% (3.82 million) compared to 2019 (USTA, 2021). Prior to the Covid-19 pandemic, the tennis industry was facing the challenge of decreasing participation rate among both frequent players (playing 21 to 49 times) and avid players (more than 50 times) each year (Francesconi, 2019). Despite the 2020 increase in tennis participation, to overcome long-term challenges tennis marketers need to know the importance of the psychological aspects that influence frequent and avid players to continue to participate in the game of tennis (Byers et al., 2012).

The concept of sport commitment has been widely examined as a construct explaining individuals' desire to continue to participate in certain sports. Scanlan et al. (1993) proposed the sport commitment model with antecedent factors (e.g., sport enjoyment) to explore persistence in sport participation in youth elite sports programs. In prior empirical studies, sport enjoyment, defined as a positive emotion from sport experience, and involvement opportunities, defined as valued opportunities that are present only through continued involvement, have been shown to be key factors in increasing the levels of sport commitment among adult tennis participants (Casper, 2007). Moreover, Snyder (1981) suggests that identity and satisfaction significantly affect the level of sport commitment in adulthood. Frayeh and Lewis (2017) show that athletic identity has a direct significant positive effect on sport commitment among recreational soccer league players. Additionally, sport satisfaction was examined interchangeably with various constructs such as enjoyment, pleasure, fun, and intrinsic and extrinsic rewards in the sport and exercise literature (Eklund & Tenenbaum, 2013). Therefore, this study aims to investigate the relationships between sport enjoyment, involvement opportunities, sport identity, and sport satisfaction in sport commitment of adult tennis participants.

A convenience sample of 226 adult tennis participants involved in tennis leagues completed a self-report paper questionnaire at three tennis facilities in the southeastern United States. A majority of the survey participants were Caucasian/White (85 %, N=193), female (60%, N=136), and married or had a partner (76 %, N=172). Principal components analysis, reliability analysis (Cronbach's alpha score), correlation analysis, and simultaneous multiple regression analysis were performed. The results determined that sport enjoyment ($\beta \leq 0.52$), involvement opportunities ($\beta \leq 0.13$), sport identity ($\beta \leq 0.16$), and sport satisfaction ($\beta \leq 0.12$) significantly predicted sport commitment ($R^2 = 0.55$), $F(4, 221) = 68.86$, $p < 0.001$.

These findings show that sport enjoyment is the strongest predictor of sport commitment, followed by sport identity and involvement opportunities (Casper, 2007; Wilson et al., 2004). Moreover, sport satisfaction was found to be a distinct construct affecting sport commitment (Eklund & Tenenbaum, 2013). Consequently, this study provides significant empirical evidence that could be used to develop effective marketing plans and strategies such as enjoyable mini-training programs to maintain both frequent and avid tennis participation.

Students' Identification with Contemporary Muscular Christian Values

Zachary Smith, Pennsylvania State University, Harrisburg

Robin Hardin, University of Tennessee

Steven Waller, University of Tennessee

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 5

Other

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Muscular Christianity is widely regarded by scholars as a leading contributor to the development of contemporary sport culture in the United States (Bundegaard, 2005; Ingrassia, 2012; Meyer, 2010; Meyer et al., 2017; Meyer et al., 2020; Watson et al., 2005). Muscular Christianity is often defined as a Christian commitment to physical health and manliness while avoiding sinful behavior (Erdozain, 2010; Putney, 2001). These principles were widespread throughout the American education system during the late 19th and early 20th centuries. Sports such as basketball and volleyball were created under the auspices of muscular Christianity, and recreational movements from the YMCA/YWCA to the playground movement were based on muscular Christian ideals. The 20th century rise of college football is tied to the simultaneous development of muscular Christianity in the United States' higher education system (Ingrassia, 2012). The mobilization of muscular Christianity by the U.S. military catalyzed shifts in popular attitudes toward pugilistic sports like boxing as well (Park, 2020).

Despite the extent to which sport historians and sociologists recognize muscular Christianity as a “hegemonic influence on modern sport culture” (Meyer et al., 2020, p. 171), this insight has not been thoroughly investigated in the field of sport management. Given the claims of hegemonic status assigned to muscular Christianity in the sociological literature, and the paucity of sport management literature on the topic, the purpose of this study was to empirically assess the extent students in a sport management curriculum identified with contemporary muscular Christian values. The study utilized the Contemporary Muscular Christian Instrument (Meyer et al., 2017) with a sample of 241 students in an undergraduate sport management curriculum at a large public university in the Southeast. Results show a strong identification of muscular Christian values, with an overall mean score of 4.01 on a 5-point scale. The respondents emphatically identified with the dimensions of control over one’s body (4.47) and the value of exercise (4.64).

These results add quantitative data to the existing historical and qualitative empirical evidence on the cultural hegemony of muscular Christian values in American sport culture. The implications for sport management are broad. Given the historical context of muscular Christianity as often an ideology propagated by White ethno-nationalist men (Du Mez, 2020; Lears, 2009), there is a need for further research to evaluate the potential connections between muscular Christianity and various social and ethical issues in sport organizations and cultures, including sexism (Hardin, et al., 2021), homophobia (Bass, et al., 2015), and White supremacy (Vadeboncoeur, et al., 2021). As an ideology birthed in the context of White colonization and scientific racism and which shaped the very organization of sport in the U.S., muscular Christianity is more than a topical gap in the literature. It represents a key part of what Frisby (2005) referred to as the “wider cultural, economic, and political context characterized by asymmetrical power relations that are historically and deeply entrenched” (p. 6) in sport.

The Experiences of a Domestic Sport-Based Youth Development (SBYD) Organization with Culturally Responsive Practices

Julian Alonso Restrepo, University of Florida

Christine Wegner, University of Florida ADVISOR

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 3

Other

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Capitalizing on the allure of sport to entice youth participation and cultivate developmental skills (Kidd, 2008), sport-based youth development (SBYD) organizations are situated within a wide range of ethnic, socioeconomic, religious, and political contexts (Spaaij et al., 2017). As sport service providers are more likely to interact with cultural minorities (Morela et al., 2016), cross-cultural contexts describe a junction between entities of distinct cultures. SBYD programs often occur in cross-cultural contexts given the variety in locations of programs. Literature exists on programming across nations (e.g., MacIntosh et al., 2015; Thorpe & Chawansky, 2017), but fewer recognize that this cross-cultural context occurs domestically as well. While cultural differentiation can be clear between foreign SBYD implementers and participants in international contexts, cultural distinctions are prevalent and not always considered with domestic projects (Fuller et al., 2013).

Cultures shape the “values, beliefs, and world-views” of communities (Whitley et al., 2014 p. 228), and given the occurrence of cross-cultural programming there may be a disconnect between the socio-cultural ideologies of program participants and administrators. SBYDs that function within ideologies of a dominant culture may operate as sites for foreign or domestic colonialization (Anderson, 2006). Access to these programs can be contingent on the participants’ behavioral adaptations, potentially forfeiting or rejecting the norms of their own community (Hartmann & Kwauk, 2011). Organizations that want to reverse structural inequalities (e.g., racism, sexism, ableism) can follow cultural responsiveness as a guiding approach to ensure infrastructure and service delivery aligns with culturally diverse clients’ beliefs and needs (Cross et al., 1989). Cultural responsiveness is essential for service providers to assure high-quality programming in a cross-cultural context. However, advocacy is lacking within the SBYD literature regarding its conceptualization and empirical employment/consideration (Whitley et al., 2014).

To increase understanding of attempts at cultural responsiveness in the SBYD space, this exploratory case study looks at the experiences of a US program operating domestically. The purpose is to interpret the practices of administrators and staff that work cross-culturally with underserved racial and ethnically diverse youth. Data collection includes listening to how various voices in program management consider and/or practice cultural responsiveness in an SBYD conducted by predominantly Caucasian personnel and comprised of primarily African-American youth from a low socioeconomic and disadvantaged community. We will use observations, semi-structured interviews, and archival documents from the board of directors, program directors, staff, and volunteers to expose patterns and triangulate effective or inadequate culturally responsive practices. Thematic data-analysis guides the selecting, simplifying, and abstracting of the data to identify themes and interconnections of culturally responsive practices (Braun & Clarke, 2012). Results can be compared in terms recommended by Simpkins et al (2017), who provides a set of culturally responsiveness practices in after-school program structures and staff based on Eccles and Gootman’s (2002) eight features of high-quality programs (e.g., physical and psychological safety; appropriate structure; supportive relationships; opportunities to belong; positive social norms). Implications of the study may illuminate the nuances of a domestic SBYD setting, behaviors, and interactions important for understanding cultural responsiveness in youth sport programming.

Human Rights and Large-scale Sport Events: A Scoping Review

Stacy-Lynn Sant, University of Michigan
Kathryn Vanderboll, University of Michigan
Christine Maleske, University of Michigan

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 5

Sustainability

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Large-scale sport events are considered to be catalysts for economic, urban, and social development in host communities (Misener & Mason, 2006). However, the negative impacts of bidding for, and hosting these events are extensive and well-documented (e.g., Flyvbjerg et al., 2016; Lenskyj, 2008). In particular, due to their size and complexity, these events carry inherent human rights (HR) risks and opportunities across the event life cycle. HR refer to those rights that are innate to all human beings, regardless of race, sex, nationality, or any other status (United Nations, n.d.). Host communities may be susceptible to HR abuses such as discrimination, increased inequality, forced evictions, human trafficking, and violations of workers' rights (Horne, 2018).

Since the 1990s, prominent HR groups such as Human Rights Watch have pressured event rights holders and hosts to protect and promote HR (Keys, 2019). However, event rights holders (e.g., International Olympic Committee) have only recently started to embed their bid requirements, host city contracts, and business operations with the principles set out in the United Nations (UN) Guiding Principles on Business and Human Rights. As such, HR concerns continue to draw the attention of the media, interest groups, and scholars. Although researchers have begun to incorporate a HR perspective into studies on the planning and management of large-scale events (e.g., McGillivray et al., 2019; Millward, 2017), HR outcomes may also be implicit in previous work on event legacy, leverage, sustainability, and event-led development. The purpose of this paper is to conduct a scoping review of the available literature on HR risks and opportunities associated with hosting large-scale sport events.

Scoping reviews are an increasingly popular approach for synthesizing research in instances where the topic area is emergent, complex, and/or heterogeneous in nature (Pham et al., 2014; Teare & Taks, 2019). For our methodology, we employed the Joanna Briggs Institute's Scoping Review Protocol (Peters et al., 2015) and followed the 'PRISMA Scoping Review Extension' (PRISMA-ScR) reporting guideline (Tricco et al., 2018). Given that HR create conditions for sustainable development (Atapattu, 2018), we developed our search strategy using keywords related to the UN Sustainable Development Goals, HR terminology, and general descriptions of large-scale sport events (e.g., major, mega). As sport management is multidisciplinary in nature, we applied this search to journals categorized as 'Hospitality, Leisure, Sport & Tourism' in 2019 by Journal Citation Reports (Clarivate Analytics, 2019) and the North American Society for Sport Management's 2019 list of 'Journals Serving the Community of Sport Management Scholarship'. We searched 100 journals, across 10 databases, with results limited to articles published from 1990-2020.

This search yielded 1502 articles, with 238 meeting our inclusion criteria. Articles were screened and coded using DistillerSR, a project management software program for literature reviews. Results cannot be provided here as we are currently in the final stages of analysis, however, we expect our results to demonstrate the size and scope of research in this area, identify knowledge gaps, and in turn, set a research agenda for scholars examining the planning, management, and delivery of large-scale sport events.

Exploring Campus Recreation Employees' Work Experiences during the COVID-19 Pandemic

Incheol Jang, University of Illinois at Urbana-Champaign

Mina Woo, University of Illinois at Urbana-Champaign

Byron Juma, University of Illinois at Urbana-Champaign

K. Andrew R. Richards, University of Illinois at Urbana-Champaign ADVISOR

Jon Welty Peachey, University of Illinois at Urbana-Champaign ADVISOR

20-minute oral presentation (including questions)

Management

Management 10

Human Resource Management

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Introduction. Campus recreational sport programs provide opportunities for fun, social integration, and healthy behaviors (Franklin, 2013), so diverse types of talented employees are needed to maintain programs and facilities (Kampf, 2013). However, amid the COVID-19 pandemic, campus recreation centers faced serious challenges as sport and recreation programs providers. Although employees in other industry contexts experienced new safety procedures, isolation, and instability, which led to burnout (Gabriel & Aguinis, 2021), little is known about campus recreation employees' work experiences during the pandemic. Thus, the purpose of this study is to explore campus recreation employees' work experiences related to burnout during the pandemic and how they responded to the pandemic-related challenges.

Theoretical Framework. The framework for this study is the multidimensional theory of burnout (Maslach, 1998; Maslach & Leiter, 2016). Maslach (1998) described burnout as an individual stress experience embedded in a context of complex social relationships, and it involves the person's conception of both self and others. Maslach and Leiter (2016) identified six stressors that cause burnout symptoms: workload, control (i.e., autonomy), reward, community, fairness, and values. Moreover, they also identified exhaustion, cynicism, and professional inefficacy as the symptoms of burnout. Thus, the emergence of burnout caused by diverse stressors can lead to employees experiencing burnout symptoms (Maslach & Leiter, 2017). Since employees' burnout can lead to turnover (Campbell et al., 2013), this is significant to understand and prevent from a managerial standpoint. Two research questions guided this study: What stressors did employees experience in their workplace during the pandemic?; and What strategies and resources did employees use to manage stressors and avoid burnout?

Method. Study participants are being recruited at a campus recreation center of a large U.S. university in the Midwest. Full-time and student employees are being purposefully selected until data saturation is achieved (Fusch & Ness, 2015). Thus far, six interviews have been conducted, and at least 20-25 total will take place. The interview guide is based on the multidimensional theory of burnout and relevant literature (Maslach & Leiter, 2016). The semi-structured interviews focus on participants' experiences at their workplaces.

Data are being analyzed following Richards and Hemphill's (2018) combination of deductive and inductive analysis. Predefined codes were created based on burnout theory to guide the deductive analysis while themes also are emerging inductively. The data analysis is being supported by peer examination to enhance credibility (Creswell, 2013).

Preliminary Findings and Discussion. The data collection and analysis process is ongoing. Preliminary findings indicate employees' experienced added responsibilities (e.g., enforcing the mask mandate). In addition, social distancing significantly reduced interaction and negatively impacted the social life of most employees. Employees devised communication strategies throughout the pandemic and developed online social communities where they could meet virtually and share challenges while encouraging one another. Theoretically, this study will identify employees' stressors and response strategies related to burnout during the pandemic, and it will enrich the multidimensional theory of burnout. Complete findings, implications, and future research directions will be discussed in the conference presentation.

Multiple social identities, identity threats, and coping: A case of Chinese fans' reactions to "little fresh meat" in NBA advertisements

Yong Wang, University of New Mexico

Luke L. Mao, University of New Mexico ADVISOR

Allison B. Smith, University of Massachusetts Boston ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 10

Fan Identification

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Sport fans constantly face identity threat. The existing literature suggests that losing games (Wann, 2006), team sanction (Delia, 2019), personnel turn-over (Sanderson, 2013), and team relocation (Wegner et al., 2020) will intrigue threat to sport identity. Yet, sport identity is only one of many identities a fan has. A sport fan has other group identities such as those based on political and social values (Sanderson et al., 2016). The existing literature has primarily focused on sport identity threat and examined the threat in isolation from other possible identity threats. However, sport identity (e.g., teams) and community identities (e.g., gender) are interconnected (Heere & James, 2007), we posit that when fans face sport identity threat, they may simultaneously face threats to other social identities. The study attempts to examine multiple social identity threats and fans' coping strategies.

This study was contextualized in the NBA's advertisements featuring Xukun Cai, a pop idol belonging to the stigmatized "little fresh meat" group - young male entertainers who are often delicate-featured and makeup-clad in China (Gao, 2019). From a social identity perspective (Tajfel, 1982), Chinese fans form an NBA identity through mediated sport consumption to reflect their collective self-concept. They are likely to construct norms to attitudes, feelings, and behavior revolving around NBA membership. In the meantime, NBA fans are simultaneously members of multiple social groups (Brewer & Pierce, 2005), which determines their overall inclusiveness of ingroup memberships (Roccas & Brewer, 2002). When fans perceive others' external identities not to align with their own, they sense threat (e.g., athletes protest; Sanderson et al., 2016), resulting in coping efforts (Lazarus & Folkman, 1984). While fans always take emotion-focused coping strategies to reduce the emotional distress without changing the stressor because they have little control over the stressor (Wann, 2006; Zakowski et al., 2001), they also take problem-focused coping strategies to solve the problem (Carver et al., 1989; Delia, 2019).

Research questions:

Q1: What identities of NBA fans were under threat in Cai's endorsement?

Q2: What coping strategies did NBA fans use in response to identity threats?

Data were collected on an NBA fan forum. After filtering comments from non-NBA fans and non-content bearing comments, 2,289 comments were kept for content analysis. One researcher conducted two-round deductive coding within a six-month interval following steps suggested by Lindlof and Taylor (2017) to ensure trustworthiness and rigor. The study reveals that fans faced threats to their NBA identity and associated masculinity. The former has three dimensions: sport skills, NBA involvement, and NBA-celebrity brand status, and the latter has two dimensions: masculinity vs. subsequent masculinity and consumer hegemonic masculinity vs. hegemonic femininity.

In response to identity threats, fans adopted four major coping strategies: outgroup derogation, ingroup criticism, emotional and instrumental social support, and other-deprecating and self-deprecating humor. This study supports that sport identity threat can be accompanied by related identity threat at the same time. Marketers need to be cautious when they communicate with existing fans about the possible image change.

How do Participations' Willingness be formed towards the Online Marathon?: Based on Structural Equation Model

Xinyu Han, Wuhan University

Yanni Xu, Beijing Sport University ADVISOR

Wanpeng Gao, Beijing Sport University

20-minute oral presentation (including questions)

Communication

Communications 5

Public Relations

Friday, June 3, 2022, 8:25 AM - 8:45 AM

Research question: With traditional marathons in crisis of closure and loss due to the spread of COVID-19, online marathons have been welcomed as a means to engage people in running during quarantine. However, the online marathon is still in the initial stage of development, and the event services and technical conditions are constantly confronted with new problems and challenges brought by new demands in the complex external environment. This paper expounds the details of the formation of people's willingness to participate in online marathon and the importance of different elements to the formation of willingness to participate in online marathon.

Theoretical background: This paper mainly refers to structural equation theory. This theory is often used to analyze the influence mechanism of various factors. For marathon, the structural equation theory is used to analyze marathon events, the willingness to participate in marathon sports and the willingness to continue participating in marathon sports, which has shown the positive impact of public participation, social environment and event services on the willingness to participate in marathon events. However, the structural equation theory has not been understood with the new sports form of marathon.

Methodology and data: Structural equation model is used to analyze the willingness to participate in online marathon. The willingness to participate in online marathon is divided into potential variables such as personal needs, social network, event service, technical service and substitution effect, and several observation variables were set for each potential variable. According to the observed variables, 234 questionnaires were distributed to participants of an online marathon, and 207 valid questionnaires were recovered. Finally, SPSS and Amos were used to verify the validity and hypothesis of the model. The validity test and hypothesis verification of the model were carried out by SPSS and Amos.

Results and Discussion: Data from 207 valid questionnaires show the formation mechanism of online marathon participation's willingness. (1) Personal needs and social networks directly affect people's willingness to participate. When the public are loyal users of marathon or have the need to participate in marathon, they can participate directly. Meanwhile, the shaping of social network also allow the public to participate in online marathon. (2) The replacement effect of online marathon mainly improves the willingness to participate through social network. By replacing traditional marathons with online marathons, event organizers have created a social network for online marathons to spread. (3) The "exogenous stimulation" of online marathon cannot directly improve the willingness to participate. Event service and technical service have no significant influence on the willingness to participate in online marathon.

Contribution and Influence: This paper constructs the formation mechanism model of willingness to participate in online marathon through structural equation model, discovers the influencing factors and ways of willingness to participate in online marathon through questionnaire, and reconstructs the formation process of willingness to participate in online marathon. This paper reveals the key links to promote the development of online marathon and provides optimization suggestions for the progress of online marathon.

Gendered Divisions in the Men's Professional Sport Workplace

Lauren Hindman, Stonehill College
Nefertiti A. Walker, UMass Amherst

20-minute oral presentation (including questions)
Management
Management 9

Diversity
Friday, June 3, 2022, 8:50 AM - 9:10 AM

In recent years, women have broken several proverbial glass ceilings in men's professional sports, obtaining positions as the first woman general manager, assistant coaches, referees, and more. Yet overall, women remain underrepresented across the major men's professional sport leagues in North America, particularly in business administrations roles (Lapchick, 2021). The purpose of this study is to understand this underrepresentation through an examination of how such organizations are "gendered;" that is, how ideas and norms about gender are embedded into sport organizations' structures and practices in ways that create and reproduce organizational inequalities (Acker, 1990). Specifically, we analyze the ways in which sport organizations are structurally divided by gender in various ways.

Grounded in gendered organization theory, we draw from literature in sport management, organization studies, and sociology in our analysis. Rather than gender neutral spaces where people come to work, organizations are constructed on a foundation of gendered documents and practices, including the construction of divisions along gendered lines, such as occupational segregation, physical arrangements of offices, and more (Acker, 1990; Cohen, 2013; Wasserman & Frenkel, 2015). In sport organizations, prior studies have found that these divisions form in part through gender-segregated networking and the conveyance of symbols and status such as job titles (Shaw, 2006; Sibson, 2010).

This research stems from an ethnographic study of the business offices of two men's professional sports teams in the United States. Data include 165 hours of field observations, 29 interviews with participants, and numerous artifacts collected from the field. Field notes, interview transcripts, and artifacts were stored and analyzed using NVivo 12. The analysis process included multiple close readings of the data, an inductive coding approach, and the writing of analytic, reflexive, and integrative memos (Charmaz, 2014; Emerson et al., 2011). This grounded approach to analyzing the data allowed for the discovery of new themes and research questions, as well as those suggested by a priori knowledge (Strauss & Corbin, 1994).

Our findings demonstrate the ways that the business offices of the teams are hierarchically, departmentally, and spatially organized around divisions along gender lines, contributing to a lack of women in leadership roles and positions of greater organizational value. Hierarchically, as found in previous research, women are underrepresented in leadership positions in these organizations. Departmentally, women are underrepresented in job functions that are valued by the organizations, even in entry-level positions - in particular, sales roles, which make up the largest number of positions in the organizations. Spatially, women in both organizations face divisions: either concentrated together in one area or relegated separately to the outskirts of the office. Underlying such divisions are ideal worker narratives and gendered discourses that reinforce a gender hierarchy that values men and masculinities over women and femininities. These findings demonstrate how even as the proportion of women working in sport organizations increases, gendered divisions can persist and reproduce inequity. Therefore, managers must think beyond the overall numbers and consider how divisions in departments and office layout can be addressed to improve gender equity in their organizations.

Rise of Robot Umpire: Will Fans Forgive if Robot Umpire Makes Inaccurate Judgments?

Haram Lee, Sungkyunkwan University

Young Woo Kang, Sungkyunkwan University

Kyuri Hong, Sungkyunkwan University

Wonseok (Eric) Jang, Sungkyunkwan University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 9

Consumer Behavior

Friday, June 3, 2022, 8:50 AM - 9:10 AM

MLB is making an effort to reduce the misjudgments of strike-ball calls by adopting robot umpires (RU). Nonetheless, there is a lack of research that examines how fans evaluate judgments made by RU differently from human umpires (HU). The HAIL-TIME model (Sundar, 2020) suggests that people evaluate identical information differently depending on the characteristics of the senders (robot vs. human). Because people perceive that the robot makes decisions based on a pre-defined formula and human decision is often feeble to personal bias, the information delivered by robot is perceived as more credible than the information received from humans. Thus, the evaluation of strike-ball judgments by people could be different depending on the umpire type even when both umpires make identical decisions. Furthermore, RU often makes inaccurate decisions because of the technical errors. This notion is important because the expectation confirmation theory (ECT) suggests that when RU make inaccurate judgments, people would more negatively evaluate strike-ball calls made by RU compared to HU. This is because people possess higher expectations with the RU to make accurate judgments than the HU. By incorporating these notions, this study examines how fans evaluate the strike-ball calls depending on the umpire type and the level of call accuracy.

Design

We used a 2 (umpire type: human vs. robot) x 2 (evaluation time: before vs. after watching games) x 2 (call accuracy: accurate vs. inaccurate) mixed-design (n=180). The type of umpire and the level of call accuracy are between variables while the evaluation time was a within variable.

Procedure

First, the participants were assigned either to the HU or RU condition. In the HU condition, we informed that strike-ball decisions are made by HU. In the RU condition, we informed that strike-ball decisions are made by RU. Subsequently, the participants completed a pre-questionnaire that measures their expectations regarding a specific umpire that they are assigned. Second, the participants actually watched two possessions of baseball games, where either a HU or RU makes strike-ball decisions depending on the assigned condition. Furthermore, the accuracy of umpire decisions was also manipulated during this stage. Lastly, participants completed post-questionnaire that measures how they perceived the strike-ball decisions made by umpires after watching actual games.

Results

Three-way interactions were significant on trust, $p < .05$. Most importantly, before watching games, participants perceived RU ($M=5.38$) are more trustable umpire than HU ($M=4.86$), $p < .01$. After watching games, participants equally perceived the call credibility for both RU ($M=4.70$) and HU ($M=4.66$), $p = .86$. Regarding call accuracy, participants equally perceived the call credibility made by both RU and HU regardless of the call accuracy ($ps > .05$). Similar results were found for call satisfaction and future intention. More detailed results will be presented at the conference.

Discussion

This study extends the existing literature by examining how sport fans evaluate decisions made by robots compared to humans. Additionally, our findings provide several practical implications regarding how the league can promote RU to the fans.

Developing Quality Inclusive and Accessible Training for Parasport Event Volunteers

Megan Kalbfleisch, Western University

Laura Misener, Western University ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 5

Volunteers

Friday, June 3, 2022, 8:50 AM - 9:10 AM

Most, if not all, entry-level inclusive/adaptive/accessible sports and recreation programming require a high ratio of volunteers to participants to ensure meaningful and safe participation. Consequently, the lack of trained volunteers is a well-documented barrier that discourages or prevents community sport clubs from offering or starting up adapted/inclusive programs (Jeanes et al, 2018). This results in fewer opportunities to play as well as fewer opportunities to contribute as a volunteer.

The pathway to facilitate this transition from Games/event volunteering to sustained engagement is not well established. The absence of a pathway as such signals a missed opportunity to grow the volunteer base. A critical starting point for transitioning volunteers from one-time Games/event volunteers to long-term supporter is ensuring a positive first experience beginning with informative and engaging training to quality volunteer experiences. Thus, the main purpose of this project is to consider what resources and supports are needed to strengthen the quality of volunteers who can support inclusive sports and recreation programs across the province of Ontario. The intent is to focus on developing standardized inclusive volunteer training, training resources and supports - including a Pathway - that promotes quality volunteerism, increases retention, and builds community capacity. This is a multi-staged project that is being delivered over two years with the intent to build an inclusive volunteer pathway.

The overall process involves three phases: 1) Research synthesis of volunteer training literatures; 2) interviews with volunteers (n=20), athletes (n=15), and sport organizers (n=10) to explore their experiences with either volunteering or organizing events with volunteers; and 3) development of a framework for quality parasport volunteering. The development of the blueprint for quality participation for creating quality volunteer experiences will then be implemented and evaluated. Based on the data collected, we are working with Canada Games 2022 to implement the pilot training program for the volunteers at this major sporting event. To review the success of the pilot training, athletes, volunteers, and sport organizers will complete a follow up survey about their experiences.

For this presentation, we focus our attention on the results of the research synthesis and the interviews. It is apparent that, while there is much research done on volunteerism in sport, little attention has been paid to understanding quality volunteer training, particularly in the parasport context. The findings demonstrate that parasport, disability related issues, and pathways for further volunteer opportunities in parasport are lacking from current training models. Assumptions about self-determined volunteer transferability between event and sport clubs pervade the sport discourses and few resources are put into creating a safe and welcoming pathway for volunteers that clearly highlights inclusive and accessible opportunities. This presentation will aim to inform sport management scholars on the optimal volunteer training pathway at parasport games, recreation programming, and in the community.

Is college sport an at-risk community? Examining student- and school-level predictors of sexual violence victimization and perpetration among intercollegiate, recreational, and non-athlete populations.

Kristy McCray, Otterbein University
Jim Evans, University of North Alabama
Ashley Ryder, Cawtawba College
Shea Brgoch, Western Kentucky University
Leeann Lower-Hoppe, Ohio State University

20-minute oral presentation (including questions)
Socio-Cultural
Socio-cultural 5

Diversity
Friday, June 3, 2022, 8:50 AM - 9:10 AM

Participating in intercollegiate athletics has been linked with sexual violence (SV), but research findings are mixed and not always consistent due partially to the heterogeneous nature of college sports participation (McCray & Taylor, 2021). For example, the “athlete” designation is often exclusively for individuals playing on intercollegiate athletic teams, while players on recreational sport teams (i.e., club, intramural) are not distinguished. Although recreational athletes do not have the visibility of intercollegiate athletes, they can still develop strong social identity, group bonds and experiences, positioning them to have a social lifestyle more similar to intercollegiate athletes than non-athletes (Allan & Madden, 2012). Young et al. (2017) extended the scope of studying SV among college sports to incorporate recreational athletes, finding non-athletes had lower rates of sexual coercion and rape myth acceptance (RMA) compared to both intercollegiate and recreational athletes. As this remains one of the few studies that has captured differences in these athletic populations, a more comprehensive understanding of SV in the college environment can be achieved by studying recreational athletes as a unique subgroup. Thus, the purpose of this study was to examine the differences in SV victimization and perpetration among intercollegiate, recreational, and non-athlete populations. In addition, the study examined individual- and institutional-level variables, which are identified by the socio-ecological model (Bronfenbrenner, 1994) as important aspects of a person’s development and may inform behavior.

The sample was taken from a national dataset collected by EVERFI, an education technology company that delivers SV prevention training courses. Pre-course surveys were completed by 62,996 students from 199 institutions measuring baseline characteristics. We ran three multilevel logistic regressions analyzing factors related to three outcomes - probability of experiencing sexual assault in college, probability of committing sexual assault in college, and probability of experiencing relationship abuse in college - while controlling for the clustered data structure. Primary independent variables were intercollegiate and recreational (i.e., intramural/club) athlete status. Control variables included individual demographics (e.g., gender identity, race/ethnicity, sexual orientation, class) and school characteristics (e.g., enrollment, public/private, athletic affiliation, religious affiliation, minority-serving).

Results indicate that, after controlling for individual and institutional factors, recreational athletes were significantly more likely to experience sexual assault ($\beta \leq 0.488$, OR = 1.63, $p < .001$) and relationship abuse ($\beta \leq 0.477$, OR = 1.56, $p < .001$) than non-athletes, while intercollegiate athletes were not significantly different from non-athletes. Intercollegiate athletes ($\beta \leq 0.439$, OR = 1.55, $p = .042$) and recreational athletes ($\beta \leq 0.558$, OR = 1.78, $p = .002$) were more likely to commit sexual assault than non-athletes. Among the individual control variables, students from minoritized gender identities and sexual orientations were more likely to experience sexual assault and relationship abuse. The institutional variables were generally non-significant, with a few exceptions. The results of this study demonstrate variation in SV victimization and perpetration between intercollegiate and recreational athletes and non-athletes, supporting previous literature identifying college sport as an at-risk environment for SV. The implications suggest targeted SV prevention efforts that account for diverse athletic populations and their individual characteristics.

Decision-Making Styles and Elaboration on Potential Outcomes in Sport for Development

Per G. Svensson, Louisiana State University

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 3

Other

Friday, June 3, 2022, 8:50 AM - 9:10 AM

Human resources are critical if sport for development and peace (SDP) organizations are to contribute to desired social change outcomes. Ineffective practices and lack of training are common areas of concern among SDP leaders (Welty Peachey et al., 2020; Whitley et al., 2019). A set of researchers have begun to explore SDP employees in terms of their leadership styles (Jones et al., 2018; Wells & Welty Peachey, 2016) and the motivations for working in this field (Welty Peachey et al., 2018).

There is also a consensus in the growing SDP literature that these leaders must make important decisions while operating with limited resource profiles and balancing growing pressures from external stakeholders (Raw et al., 2020; Svensson & Seifert, 2017). Thus, how SDP employees process information and make decisions have important ramifications. To date, however, how SDP leaders make decisions remains a significant knowledge gap. Therefore, the purpose of this study was to examine the relationship between decision-making styles and how SDP leaders elaborate on potential outcomes of their actions.

A digital survey was created in Qualtrics and distributed to an international sample of SDP employees identified through a review of existing organizational directories and websites. A total of 258 surveys were submitted, of which 200 were completed without any missing data. The final sample represented a cooperation rate of 17.2% and a response rate of 13.3%. Decision-making styles were measured using Scott and Bruce's (1995) 25-item scale. The instrument measures five types of decision-making approaches: rational, intuitive, dependent, avoidant, and spontaneous. Elaboration on potential outcomes was measured using Nenkov et al.'s (2008) scale, which measures an individual's tendency to rely on a generation/evaluation, positive, or negative elaboration on the possible consequences of their decisions. A set of descriptive variables were also collected including environmental turbulence, gender, age, geographical location, program foci, and organizational size among others.

Data were analyzed through a set of regression models, which explained between 22.8% to 30.3% of variance in different elaboration on potential outcome practices. Rational ($\beta=.316$, $p<.001$), intuitive ($\beta=.301$, $p<.001$), spontaneous ($\beta=.300$, $p<.001$), and avoidant ($\beta=-.179$, $p<.05$) decision-making styles were all significant predictors of positive elaboration on the potential outcomes ($F=12.208$, $p<.001$, Adjusted $R^2 = .228$). Rational decision-making ($\beta=.542$, $p<.001$) was a significant predictor of generating/evaluating many possible consequences ($F=17.526$, $p<.001$, Adjusted $R^2 = .303$), and avoidant decision-making ($\beta=.508$, $p<.001$) was a significant predictor of negative outcome focus ($F=12.310$, $p<.001$, Adjusted $R^2 = .229$).

The results from this study contribute to calls for empirical investigations into decision-making within SDP (Waldman & Wilson, 2017), and provides a foundation for conceptual advancements on how SDP leaders make decisions. Identifying the types of decision-making styles of SDP leaders and how they influence the way that leaders elaborate on possible consequences of their actions is critical for developing more meaningful staff trainings and capacity-building initiatives for the SDP workforce. Moreover, how outcomes are encoded is directly associated with willingness to take risks. Additional implications related to the descriptive variables will also be discussed in the presentation.

Supporting Sustainable Development Goals in Sport Management: Results from an International Delphi Study

Iva Glibo, Technical University of Munich

Joerg Koenigstorfer, Technical University of Munich ADVISOR

20-minute oral presentation (including questions)

Management

Management 10

Organizational Change

Friday, June 3, 2022, 8:50 AM - 9:10 AM

In 2015, the UN introduced the Sustainable Development Agenda that included a reference to sport as an enabler of sustainable development. The document acted as an invitation to sport organizations to steer increasingly their actions to reflect aspirations toward reaching sustainable development goals (SDGs). The literature on sport and sustainable development is based mainly on the explorations of sport policies regarding their coherence with the SDG Agenda (Lindsey & Darby, 2019), with organizational perspectives still left relatively unaddressed. This work aimed to partly fill this research void by identifying and appraising the direction of international sport organizations steered towards sustainable development from the perspective of international sport experts. The guiding question for our contribution was: What contributions of international sport stakeholders are most effective in increasing sport's contribution to sustainable development? We considered perspectives of key informant representatives of sport organizations (for a typology, see Geeraert et al., 2014) acting on an international level, as well as intergovernmental organizations. We used the Delphi methodology, a structured and facilitated group communication to solicit experts' opinions (Rowe & Wright, 2001).

After we purposively sampled experts who occupied higher-management paid (23) or voluntary positions (6) within international sport organizations, with decision-making power in the area of sustainability (environmental, societal, and/or economic components), we engaged in a three-round facilitated process. In the first round, we undertook 29 semi-structured expert interviews that were a basis for a questionnaire sent to participating experts in the second round. After experts (n=21) rated proposed actions (anchored at 1 = highest, 5= lowest), we quantified the perceived effectiveness of efforts toward sustainable development. The top 20 items from the second round were then ranked by experts (n=20) for the final list of items in the third round. The highest-rated items by their means were:

1. Strategically prioritize sustainability (2.70; SD=3.30)
2. Make lasting and planned rather than one-off and ad hoc effort (3.30; SD=1.45)
3. Embed sustainability requirements in the bidding processes for the sport events (4.85; SD=3.97).

The results showed that the experts considered strategy to be a key consideration of change towards sustainability. In the first line, they acknowledged that sport organizations have various competing interests but should prioritize sustainability principles. Strategic efforts should be lasting and planned, rather than once-off and ad hoc, as shown in a study by Morgan and colleagues (2021) where sustainability efforts were sporadic and incidental as opposed to a long-term, never-ending process required for sustainability (Kemp et al., 2005). Furthermore, some events have been seen as a setting for human rights (Donnelly, 2008) and environmental infringements (Miller, 2016), so our results also highlighted the need for counteraction. In conclusion, our results provide sport organizations with directions and concrete actions relevant to policy and strategy-relevant managerial decisions for more sustainable international sport organizations.

Status seeking and identity fusion in conspicuous sport consumption: Development of a conceptual model

Yong Wang, *University of New Mexico*

Luke L. Mao, *University of New Mexico ADVISOR*

20-minute oral presentation (including questions)

Marketing

Marketing 10

Consumer Behavior

Friday, June 3, 2022, 8:50 AM - 9:20 AM

Obtaining status is human nature (Adler, 1930). Within an informal social group like the sport fans, centrality plays a vital role in group life (Jetten et al., 1999; Magee & Galinsky, 2008). Many fans purchase premium sport goods/brands and attend expensive games to signal their success, wealth, and prestige to others who share the same value for those brands. These consumption practices are known as conspicuous consumption - the tendency of consuming conspicuous brands to signal social status in front of others (Veblen, 2007 [1899]).

Existing sport management literature provides useful knowledge of the symbolic meanings of sport and sport-related products to fans. For example, Heere and James (2007) pointed out that fans use sport teams to represent their community; Kwak and Kang (2009) argued that fans could use team-licensed products to signal their self-image, and Arai et al. (2014) delineated the meanings of athlete brand image in recognizing the social and cultural value of athletes. The majority of the literature focused on brand-consumer relationships with a few exceptions, including Katz et al. (2018), who used the brand community triad to understand game attendance with an integrative perspective that includes fan-to-fan relations. Conspicuous consumption provides a theoretical lens to understand consumption focusing on ingroup relations. For example, Law et al. (2020) found that athletes' conspicuous consumption can impact the athlete-to-athlete relationship. The phenomenon of conspicuous consumption has only received sporadic interest in sport consumer behavior, such as sport participation and socioeconomic status (Coakley & Pike, 2014). However, regardless of their backgrounds, many consumers can purchase conspicuous brands (Trigg, 2001). Thus, the status-seeking motivation behind sport consumer behavior and its impact on fans' ingroup relationships warrants a systemic study. To fill the void, the study attempts to develop a conceptual framework that emphasizes the roles of status-seeking as a mediator and consumer-activity fusion as a moderator.

Conspicuous sport consumption is developed based on the literature of Marcoux et al. (1997), who identified five dimensions of conspicuous consumption: interpersonal mediation means conspicuous consumption can influence ingroup relation; materialistic hedonism suggests pleasure aspects of consumption; communication of belonging suggests that personal connection with a social group; status demonstration signals success, wealth, and prestige; and ostentation relates to purchasing well-known expensive products. This framework will be applied to sport consumption. Researchers in identity fusion believe that consumer-activity fusion moderates the consumer-brand relationship (Hawkins, 2019; Swann Jr et al., 2009). For example, those who consider basketball important may prefer premium brands because they may consider those brands to meet their needs best, including conferring status.

This conceptual article will contribute to understanding the status-seeking motive of sport consumers so that researchers could include status as a key construct in the proposed models of sports consumer motivation for more solid theorizing. A fuller understanding of this motive can help marketers decide product features, plan marketing campaigns, and develop effective ways of distributing and pricing the product.

Finding a niche: The Basketball Africa League's early attempts to gain an audience on streaming

Kelsey Slater, North Dakota State University

Matthew Zimmerman, Mississippi State University ADVISOR

Elika Preston, Mississippi State University

Shannon McCarthy, University of Central Missouri

20-minute oral presentation (including questions)

Communication

Communications 5

Social Media

Friday, June 3, 2022, 8:50 AM - 9:10 AM

The Basketball Africa League (BAL), a joint project between the National Basketball Association (NBA) and the International Basketball Federation (FIBA), tipped off its first season in May 2021. The qualifying rounds for the 2022 season launched in October 2021, and 18 teams from different African countries are competing for a chance to play in the second season of the BAL. While the main tournament is broadcast around the world through ESPN+, Canal+ and beIn Sports, the qualifying tournament is available via YouTube livestreaming.

Compared to research on text-based social media such as Facebook and Twitter, limited research in the sport communication field has concentrated on YouTube (Abeza et al., 2015) and no known study has examined live sporting events on YouTube. Most of the research on the online video-sharing platform has been focused on niche sports and professional leagues use of the medium (e.g. Han, 2020; Mahoney et al., 2013; Zimmerman et al., 2011). Niche sports organizations are well positioned to utilize new media technologies to increase the accessibility of their leagues to more viewers (Greenhalgh et al., 2011). Using YouTube may provide a niche league like the BAL access to greater viewership for the qualification rounds that are not broadcast through traditional media.

The authors used purposeful sampling to gather YouTube videos for analysis. The opening rounds were held from October 21-31 in four host cities across the continent. The researchers examined all the videos in real time, recording the number of live viewers at 12 intervals within each game including the start, midway point and end of each quarter and then the total number of live viewers. Comments posted during the livestream were also collected in real time. The total number of live viewers is defined by the parameters set by YouTube and included any user who intentionally viewed the game during the live broadcast for at least 30 seconds (Zalani, 2021). The authors will continue to gather data for the next qualifying rounds in November and December 2021.

Preliminary results indicated that the YouTube audience changes over the course of the livestream event with more viewers watching at the end of the livestream broadcast compared to the first quarter of play. When investigating the size of livestreaming audience, a one-way ANOVA showed that the effect of time elapsed on the game was significant $F(11, 239) = 2.33, p = .01$. In addition, when examining the total number of live viewers, a one-way ANOVA showed that the effect of team playing was significant $F(17, 39) = 3.16, p = .006$. When investigating the number of live comments posted during the broadcast, a one-way ANOVA showed that the effect of team playing was significant $F(17, 39) = 3.119, p = .007$. This demonstrates that fans of certain teams may be more likely to watch and interact with YouTube livestreams. The researchers will continue further analysis after the subsequent completion of the next rounds of qualifying to determine how the livestreaming audience of the BAL qualifying tournament changes over time.

Teaching Diversity, Equity & Inclusion in the Sport Management Classroom: Tools & Techniques

Jaime DeLuca, Towson University

Molly Hayes Sauder, York College of Pennsylvania

60-minute symposium, roundtable, or workshop

Teaching/Learning

Symposium 1

Other

Friday, June 3, 2022, 10:35 AM - 11:35 AM

Sport management faculty have a responsibility to prepare students for dynamic careers in the sport industry, which includes ensuring they have the opportunity to make a positive contribution to the field with respect to diversity, equity, and inclusion (DEI; Boysen et al., 2009; Costen et al., 2013). Related research in this area has focused on gender dynamics within sport management programs (e.g., Harris et al., 2015; Morris et al., 2019; Sauder et al., 2018) and somewhat on racial considerations (Stowe & Lange, 2018; Vianden & Gregg, 2017), revealing substantial bias and discrimination towards individuals occupying minoritized identities. This raises concerns about what students are learning with respect to DEI through their educational preparation.

Simultaneously, there is a dearth of literature in sport management education that interrogates strategies for teaching these important topics, despite curricula and instructional methods being crucial to providing an inclusive education (Armstrong, 2011; Sanchez et al., 2018) that offers students the competencies required to effectively enhance DEI upon entry into the sport industry (Stowe & Lange, 2018). Responding to this lack of empirical research, the authors (2021a; 2021b) of this abstract conducted a robust, mixed methods exploration aimed at learning more about student perceptions of these important topics.

In brief, results from 292 sport management students across three mid-Atlantic institutions demonstrated the following: males were more likely to support inequality in groups; student knowledge is greater regarding issues of gender and race than other aspects of diversity (e.g. social class, sexual orientation, religion, age, disability status); positionality had a significant impact on perceptions of societal power and privilege; industry experience, internships, and other experiential learning fostered broader perspectives with respect to DEI; and implicit and explicit bias was present despite some participants' substantial support for DEI.

Further, results also suggested that student perceptions and beliefs regarding DEI can be modified through learning experiences within sport management education. Thus, a number of corresponding practical implications emerged from the research. To name a few, use of constructivist learning (Fernando & Marikar, 2017; Piaget, 1970) techniques was reported as effective in shifting DEI perspectives; structuring of learning to intentionally address positionality is recommended; and continued reinforcement of DEI topics, even in relatively small ways, is important across a curriculum.

Given these empirical results, coupled with the lack of literature regarding how to effectively embed DEI teaching into sport management education, the purpose of this workshop is to draw on this research to offer suggestions for particular teaching techniques and tools that have the potential to have a transformative impact on student learning related to DEI. In particular, the 60-minute session will review research results and provide an overview of key literature that can inform sport management pedagogy. Further, engaging attendees, this workshop will elaborate on assignments, case studies, in and out of class activities, research projects, and experiential innovations that instructors can use to build more frequent learning opportunities into their classes to ameliorate students' perspectives on DEI as they prepare for an impactful career in the sport industry.

Scholarship of Teaching and Learning: Effective Strategies for Publishing in Sport Management

David Shonk, James Madison University

Leigh Ann Danzey-Bussell, Trevecca Nazarene University

Zack Damon, University of Central Arkansas

Robin Hardin, University of Tennessee

Joshua Pate, James Madison University

David Pierce, Indiana University - Purdue University Indianapolis

Megan Shreffler, University of Louisville

60-minute symposium, roundtable, or workshop

Teaching/Learning

Symposium 1

Teaching Pedagogy

Friday, June 3, 2022, 10:35 AM - 11:35 AM

Derived from Boyer's (1990) seminal framework, the Scholarship of Teaching and Learning (SOTL) has been defined as "a series of scholarly actions in the teaching-learning process that are dynamic, meta disciplinary, learning focused, critique-based, context-oriented, critically enquiring, shared publicly, consisting of continuous deep reflection, and committed engagement" (Mirhosseini, 2018, p. 6). Rudd (2005) suggests SOTL is only achieved when the work becomes public and peer-reviewed by other scholars. However, it may be difficult for faculty to envision how their teaching and classroom practices translate into scholarship if they have never engaged in this type of research.

Larsson et al. (2020) point out criticisms of SOTL by noting that those engaging in it are inadequately trained. Macfarlane (2011) suggests much of the work in SOTL often fails to draw on theory, is low in quality, and rarely draws on the relevant literature on teaching in higher education. Further, as noted by Huber (2010), many scholars bring in their own epistemological and methodological frameworks. Billot et al. (2017) suggest that many SOTL researchers face challenges such as learning new research methods different from their discipline, constraining attitudes and beliefs concerning methodological rigor, how work is valued by colleagues, difficulties in gaining credibility, and finding outlets for their work.

The Sport Management Education Journal (SMEJ) was established in 2007 and is focused on disseminating work on SOTL. SMEJ is a peer-reviewed publication of NASSM that "promotes advancement of the body of knowledge in pedagogy as it relates to sport management education and disseminates knowledge about sport management courses, curricula, and teaching" (About SMEJ, n.d., para. 1). A broad variety of SOTL-related topics are included within the journal such as online learning, effective teaching methods, experiential education, and scholars may publish traditional data-based research employing both quantitative and qualitative methodologies. The journal also offers a Pedagogical Innovations section for submissions that will advance innovative pedagogical practices or improvements on established teaching methods. These submissions fall into the broad categories of case studies, educational research reviews, and essays.

SMEJ editors and contributors have identified some key factors for publication success to help authors avoid the aforementioned pitfalls. Therefore, the purpose of this panel is to highlight these success factors and to provide strategies on how to transform pedagogy into scholarship. A panel of educators who have engaged in scholarly inquiry and published SOTL articles in SMEJ will discuss the importance and process of furthering the literature in this area, share examples of their research projects, how to form a SOTL team, discuss challenges, and provide information to assist faculty in making scholarly contributions in this area.

Issues Regarding Confidentiality, Pseudonym use, and Representation in Sport Management Qualitative Research

Craig Hyatt, Brock University

Michele Donnelly, Brock University

Nick Burton, Brock University

Mark Julien, Brock University

60-minute symposium, roundtable, or workshop

Method

Symposium 1

Qualitative

Friday, June 3, 2022, 10:35 AM - 11:35 AM

Qualitative research methodology texts commonly suggest the use of pseudonyms to help ensure participant confidentiality (Amis, 2005; Berg & Lune, 2012; Esterberg, 2002); however, they seldom acknowledge the potential challenges of a process that is not always as straightforward as assigning someone a random fake name (Allen & Wiles, 2016; Lahman et al., 2015). An examination of over 20 qualitative studies (in which participant quotations were used as data) published in 2020 in the *Journal of Sport Management* and *Sport Management Review* reveals many different styles used to identify the speaker. We found multiple instances of the following: the researcher assigning common first names as pseudonyms; the use of pseudonyms chosen by the participant; common first names used as pseudonyms with no indication of how the names were selected; the use of titles or job descriptions to identify each speaker; alpha-numeric tags used to obscure speaker identity; referring to each participant's quotation as coming from "a participant"; and the use of names to identify each quotation with no indication if the name was a pseudonym or the speaker's real name. With so many methodological and stylistic differences and many articles often explaining pseudonym use in a single sentence (or not at all), we would like to engage the NASSM community in a discussion about pseudonym use, as part of a larger conversation about confidentiality, power, and representation.

We will facilitate this discussion based on our over 60 combined years of conducting qualitative research, supervision of many graduate students doing qualitative projects, teaching many graduate level methodology and theory courses, and our involvement studying various traditionally marginalized groups. We are most interested in encouraging contributions from veteran qualitative researchers (facilitators and attendees alike), and less-veteran attendees (such as graduate and PhD students who might be thinking about these issues for the first time or who have yet to consider these issues). Sharing thoughts and practices from your experiences will ensure this is a learning opportunity for all participants. Potential topics include cultural sensitivity in using (or not using) pseudonyms that reflect the participant's ethnicity, race, age, locality, etc., the potential advantages and disadvantages of having participants choose their own pseudonym (and how this may complicate the issue of ongoing consent), participants wanting to use their real name, social media and pseudonyms, how particular methodologies might lead to specific strategies used to assign pseudonyms, assigning pseudonyms when studying sub-cultures where the participants already use pseudonyms, using specific names so the researcher can better keep track of large data sets, etc.

In sport management, researchers have recently given their participants pseudonyms based on characters from popular television shows (Lamberti & Hyatt, 2018) or the names of famous poets (Mighton, 2020), and often provide no context or justification for the pseudonyms assigned to participants. Given this context, we feel it is time for a critical discussion about representation, participant autonomy, how we make decisions about using pseudonyms, and about the pseudonyms we use.

Mental Health in Sport Management Higher Education: Breaking the Silence

Jessica Brougham, University of Florida

Kerri Bodin, University of Ottawa

Erika Gray, University of Ottawa

Swarali Patil, Western University

Zachary Evans, University of Windsor

Derrick Wong, George Mason University

60-minute symposium, roundtable, or workshop

Teaching/Learning

Symposium 1

Professional Development

Friday, June 3, 2022, 10:35 AM - 11:35 AM

The topic of mental wellbeing in academia has emerged to the forefront. Research shows that depression, anxiety, and burnout are all prevalent mental health issues in this context (Fowler, 2015; Levecque et al., 2017). Additionally, Evans et al. (2018) share that around 25-40% of graduate students face mental health concerns, higher than the 20.6% of all adults in the U.S (NIH, 2019). Given these staggering statistics, sport management graduate students are likely to face similar challenges, but there is lack of empirical evidence in the area. Further, academics at all career stages can struggle to find work-life balance, between the high demands for publishing, grading, and department competition (Johnson & Lester, 2021; Rawlins, 2019). The onset and effects of the COVID-19 pandemic have only heightened the prevalence of such concerns (Araöjo et al., 2020). There has been a recent push to destigmatize mental health issues. Feist et al. (2020) explain that silence regarding mental health issues in academia is dangerous and emphasize that existing culture cannot be changed without a deeper discussion on this subject.

Lashuel (2020) suggests scholars share their thoughts and mental health experiences to help normalize these discussions in academia. As such, the purpose of the 2022 NASSM student symposium is to offer a platform for discussion and to provide tools for participants to navigate mental health in academia throughout their degrees and early careers. The proposed 60-minute symposium will allow sport management graduate students and educators to engage in an open dialogue addressing this issue and share techniques to overcome the challenges they may face in graduate school and throughout a career in academia.

The symposium will consist of three parts. Part A will be 25-minutes long, where panelists will introduce themselves, share their journey in academia, and offer their strategies for fostering mental wellbeing. Part B will last 20-minutes. All attendees will be broken into groups to engage in meaningful discussion led by NASSM student board members and the panelists. These discussions will encourage attendees to discuss healthy habits, tools to contribute to a healthier academic culture, plus other relevant topics. Part C will last 15-minutes and consist of a question-and-answer period for participants to engage with the panelists, as well as an opportunity to share what each group discussed during part B.

It is essential to destigmatize mental health in academia (Lashuel, 2020). Therefore, this symposium has been created as the first step to help generate a valuable conversation around mental health in academia, and specifically in sport management. A combination of current and future academics can come together and discuss their experiences and identify helpful tools that can help students and future professionals incorporate healthy habits into their daily lives.

Enhancing Leadership by Embedding Leader Character in Sport Organizations

Corey Crossan, Western University

Karen Danylchuk, Western University ADVISOR

60-minute symposium, roundtable, or workshop
Management
Symposium 1

Leadership
Friday, June 3, 2022, 10:35 AM - 11:35 AM

How do you know you are recruiting the best athletes or hiring the best leaders? Why is it that highly competent individuals make poor decisions, or highly skilled athletes compromise team performance? Poor judgment can manifest because of weaknesses in leader character. Organizations, including a National Hockey League team, have been deciding to elevate leader character alongside competence by embedding leader character in their organizational practices (Crossan, Côté, & Virgin, 2019). Leader character elevates individual performance and well-being and can influence the culture of excellence in an organization by encouraging individuals to constructively challenge authority, question how things are done, speak up when something is wrong, and identify risks (Crossan, Côté, & Virgin, 2019; Crossan, Furlong, Gandz, & Seijts, 2018).

This workshop will focus on how sport organizations can benefit from embedding leader character in their organization through development and human resource practices, including recruitment and selection. Character is a set of virtuous behaviors that form a habit (Crossan, Byrne, Seijts, Reno, Monzani, & Gandz, 2017) and can be developed (Crossan, Mazutis, Seijts, & Gandz, 2013). This workshop will be guided by the Leader Character Framework created by the Western University Ivey Business School Leader Character research team. The framework includes 11 character dimensions presented as behaviors in their virtuous state: transcendence, drive, collaboration, humanity, humility, integrity, temperance, justice, accountability, courage, and judgment in the middle (Crossan, Byrne, Seijts, Reno, Monzani, & Gandz, 2017). A character dimension can become a vice when deficient or unsupported by the other character dimensions (Seijts, Gandz, Crossan & Reno, 2015). For example, drive unsupported by temperance risks revealing itself in its vice state - tunnel-vision thinking, obsessive, dictatorial and perfectionist behaviour. A focus on character development and selection can be applied to elevate the character of the individuals within an organization to reflect a strong character culture (Crossan, Côté, & Virgin, 2019).

The purpose of this workshop, which will be guided by the Leader Character Framework, is three-fold: (a) help participants understand how sport organizations will benefit from embedding leader character, (b) help participants identify what character looks like, and (c) provide a roadmap for how organizations can embed leader character in their organizations. The first part of the workshop will focus on illustrating the contextual pressures that exist within a sport organization and how leader character can help battle these pressures and elevate the overall performance of the organization. The next component of the workshop will entail a series of video clips to help participants identify the behaviours of character. Participants will then be lead through an exercise where they will be asked to reflect and assess their own character and build a personal character development plan. Additional resources will also be shared to support individual character development. Finally, participants will be introduced to the various ways in which character can be embedded in human resource practices. Participants will be trained on how to lead character-based interviews to help them select individuals with strength of character.

Roundtable: The State of Sports Venues Education and Research

Judith Grant Long, University of Michigan

Tim Kellison, Georgia State University

Dan Mason, University of Alberta

Kiki Kaplanidou, Florida State University

Luke Potwarka, University of Waterloo

Derek Hillestad, Arizona State University

Kiernan Gordon, University of New England

60-minute symposium, roundtable, or workshop

Facilities/Events

Symposium 1

Other

Friday, June 3, 2022, 10:35 AM - 11:35 AM

This roundtable welcomes NASSM affiliates to a discussion about education and research on the topic of sports venues.

Sports venues play an increasingly important role in the global sports industry. Stadiums, arenas and other venues have evolved beyond their traditional role as theaters of sport. This expanding role is particularly evident among the largest venues typologies including those built for the US major men's leagues (NFL, MLB, NBA, NHL and MLS), the Olympic and Paralympic Games, FIFA Men's and Women's World Cups, and Premier League football. These evolving business models focus on new opportunities for monetization both inside and outside the venue, responding to changes in the entertainment and gaming industries, as well as to innovations in technology and opportunities to engage in adjacent real estate development, among others.

The importance of evolving venue business models is evident, as one example, in the valuation of professional league teams in the US, Canada and the UK. For example, Forbes (TM) franchise valuations for US major leagues estimate that venue profits account for approximately 25% of team value, on average, and more so when a newer venue is present. In addition, sports venues as a property investment asset class are increasingly attractive to venue management companies such as AEG, ASM Global and Oak View Group, demonstrated in strategies favoring venue acquisition, in addition to long-term operations and management contracts.

Aside from business issues, large-scale sports venues also present outside issues to the communities serving as their hosts. Local impacts include public funding for venues and referenda to approve their construction, social impacts including gentrification and displacement for nearby residents and businesses, environmental impacts associated with construction and ongoing operations, among others. Local opportunities may also accompany large-scale venues, including new jobs and tax revenues, fostering urban development, community access, assistance with emergency management, and so forth.

Academic research and education have been slow to keep pace with the rapidly changing context of large-scale sports venues. Much of the venues literature in sport management is based in textbooks, focused on facilities management, and framed in a comparatively narrow manner relative to these contemporary issues. Among adjacent disciplines--business, economics, architecture, engineering, city planning--our colleagues in economics are topic leaders, but there remains a significant gap. In classroom settings, topics appear to hew closely to facilities management textbooks, with enterprising instructors utilizing guest speakers active in industry to fill this gap.

In response, this roundtable aims to reinitiate and revitalize discussions about contemporary research and education on the topic of sports venues. The roundtable is organized into two parts. First, panelists respond to predetermined questions related to researching and teaching venues-related topics. Second, audience members are invited to pose additional questions, and/or to reflect on preceding questions.

The roundtable is led by the leadership of the Sports Venue Education and Research Group (SVERG; svergsportvenueseducationandresearch.com). SVERG brings together academics involved in research and teaching about large-scale sports venues, including major league, minor league and college venues, as well as those built for global sporting events.

Consumer Profiles of Youth Sport Parents: A Cluster Analysis

Georgia Teare, University of Ottawa

Marijke Taks, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Marketing

Student Paper Competition

Student Paper Finalist

Friday, June 3, 2022, 11:40 AM - 12:00 PM

Paper Abstract

Parents play an important role in facilitating youth sport and physical activity (SPA) experiences. While youths' reasons for engaging in SPA have been established in the literature, parents' reasons for supporting their children's SPA have received less attention. This paper seeks to address this gap by investigating parents' consumer behaviour of youth SPA. A mixed methods exploratory investigation is employed, guided by Socioecological Systems Theory. First, data were drawn from focus group interviews (n=14) with parents in Ontario to identify important reasons for supporting their children's SPA. Second, a questionnaire was distributed to parents in Ontario (n=550) to identify if there are distinct profiles of parents based on their most important reasons for supporting youth SPA. A two-step cluster analysis indicated that there are four distinct segments of parents who seek: 'Life Skill Development', 'Autotelic Enjoyment', 'Instrumental Enjoyment', and 'Lifestyle Commitment'. Value propositions that might appeal to each segment are offered.

Exploring the Impact of the 2021 Sport Leaders Retreat on Canadian Amateur Sport Leaders

Kirsty Spence, Brock University

Michael Van Bussel, Brock University

Liam McCrory, Brock University

20-minute oral presentation (including questions)

Management

Management 11

Leadership

Friday, June 3, 2022, 11:40 AM - 12:00 PM

The call for research on both sport leaders' developmental capacity (Gwartz & Spence, 2020; Millar & Stevens, 2012) and on sport leadership development program efficacy (Banu-Lawrence et al., 2020; Frawley et al., 2018; Millar & Stevens, 2012), creates a need to examine leadership development concepts within sport systems. Such a need supports the purpose of this qualitative research, which is to explore the impact of the 2021 Sport Leaders Retreat (SLR) on participating Canadian amateur sport leaders. The SLR is the sole known, formalized Canadian-based sport leadership development program, virtually held over four months for a cohort of Canadian amateur sport leaders to "develop, empower and strengthen the leadership skills required to support exceptional performance" (<https://cces.ca/sport-leaders-program>).

The implications of researching the impact of leadership development concepts through the SLR are worthwhile, when recalling Mackey and Sisodia's (2013) claim that effective leaders must possess heightened awareness towards their inner self, the external reality and their impacts on the world. The SLR program components include peer-to-peer, experientially-based activities, within which sport leaders reflect upon and discuss their leadership development, according to topics including leadership styles, improving communication and organizational culture change. Three questions guided the research, including: 1) what new leadership skills emerged among participants from their participation in the SLR?; 2) what leadership skills did participants retain and strengthen beyond the SLR?; and 3) what recommended SLR program alterations should be made for future sport leaders to receive even greater impact?

Using a qualitative constructivist design in this research ensured participant leaders would speak to how the SLR impacted skill development. Data were collected from one co-researcher's observations as a registered SLR participant, according to the participant witnessing methodology, affirming his experience through active listening and narrating his testimonial (Tracey, 2020). Additionally, SLR documents (e.g., Nova Profile psychometric results) were collected, as were recordings of five virtual group sessions, which were transcribed verbatim. Recordings of semi-structured interviews with each of the ten consenting participants were also gathered and transcribed verbatim to further understand the impact of SLR components (i.e., coaching programs, psychometric results, group sessions, program outcomes) on respective emergent and retained leadership skills. Data were collected from the Lead Facilitator, also through a semi-structured interview at the SLR's commencement, to understand philosophies and program design intentions, foundational to the SLR.

The researchers analyzed transcribed data of recorded group sessions and semi-structured interviews using phronetic, iterative analysis and alternated analyses "between emic or emergent readings of the data and an etic use of existing models, explanations, and theories" (Tracey, 2020, p. 209). Further, data sources were triangulated with a content analysis of program documents and participant-witnessing data to distinguish themes. This research diverges from previous literature, given none exists wherein scholars have studied the development of Canadian leaders within a sport managerial context (Frawley et al., 2018; Millar & Stevens, 2012; Spence & McDonald, 2010). This research also contributes pragmatically to SLR program enhancement, as findings may reveal programmatic components by which sport leaders' capacities may be both retained and further developed in the future.

Which Entity Should Have More Power When the Decisions made by Robot Umpires Contradict Those Made by Human Umpires

Wonseok (Eric) Jang, Sungkyunkwan University

Hyungseung Cho, Sungkyunkwan University

Min Young Lee, Sungkyunkwan University

Hyo Jin Kang, Sungkyunkwan University

Jihoon (Jay) Kim, University of Alabama

20-minute oral presentation – *virtual* (including questions)

Marketing

Marketing 11

Consumer Behavior

Friday, June 3, 2022, 11:40 AM - 12:00 PM

Several baseball leagues (e.g., MLB) have decided to adopt a robot umpire (RU) to reduce the misjudgments that are often made by human umpires (HU). Despite this new policy, there is a lack of scholarly effort to understand how individuals evaluate ball-strike judgments in a different way when the RU made decisions compared to HU. One notable exception has demonstrated that people perceived ball-strike judgments made by HU as more credible than those judgments made by RU because fans believe that ball-strike judgments required the HU's expertise that is mostly acquired through hand-on experience during actual games (Jang et al., 2021). Regardless of this early effort, another important aspect that could be considered is which entity (RU or HU) should have more power in making the ultimate decision when HU does not agree with ball-strike decisions made by RU. Based on the persuasion knowledge model (PKM), this study proposes that individuals' knowledge with RU may determine the preference of whether RU or HU should have ultimate power in taking decisions when their opinions contradicted each other. Thus, the purpose of this experiment is to examine whether people would perceive the decisions as more credible depending which entity has the ultimate power in arriving at a decision and their expertise level in RU, especially when RU or HU made contradicted ball-strike judgments.

Design: We used a 2 (entity that has the ultimate power: human vs. robot) x 2 (knowledge level with RU: low vs. high) between subjects-design with human umpire as a control condition (n=156).

Procedure: First, the participants were randomly assigned to experimental conditions. In the HU condition, the participants were told that when ball-strike judgments made by RU are contradicted with HU, the HU can overturn the decision made by the RU. In the RU condition, participants were informed that when ball-strike judgments made by RU contradicted with HU, HU has to follow the decision made by the RU. Second, participants actually watched baseball games for 5 minutes which were judged by RU. Lastly, the participants completed a questionnaire that measures how they evaluate the strike-ball decisions and their knowledge level with RU.

Results: Two-way interactions were significant on credibility, $p < .05$. In particular, low knowledge participants perceived ball-strike decisions as more credible when HU ($M=5.99$) made the decision than when RU has made the ultimate decision ($M=5.33$), $p < .05$. In contrast, high knowledge participants perceived ball-strike decisions as equally credible whether HU or RU made the ultimate decision $p > .18$. Identical patterns occur for future intentions to watch the game. Additional results will be presented at the conference.

Discussion: This study extends the existing literature by examining how fans evaluate decisions differently depending on whether the RU or HU has the ultimate power to make the final decision. Additionally, the results of this study offer several practical implications regarding how the managers of leagues can determine policy with the adoption of RU.

Rational Shirking as Team Performance Management

Brian Mills, University of Texas at Austin

20-minute oral presentation (including questions)

Finance/Economics

Communications 6

Economics

Friday, June 3, 2022, 11:40 AM - 12:00 PM

Officiating in sport competitions has long been the subject of scrutiny by competitors, fans, and management. However, recent innovations in tracking technology - as well as improved replay implementation in many sports - has increased spectators' ability to review and criticize these officials. In baseball, fans and players alike have suggested that game officials (umpires) be replaced by the tracking technology itself, particularly when calling balls and strikes. Nevertheless, Major League Baseball's (MLB) publicly available pitch location data has spurred broad research on umpire biases (Parsons et al., 2011), their effects on scoring and gameplay (Mills, 2017), and the dynamics of weather and pollution on performance (Fesselmeier, 2019; Archsmith et al., 2018), among others.

It is also well-known that umpires work a long and arduous season. Recent work has shown that these officials regulate the way they call balls and strikes to conserve energy and effort across the course of a game and, perhaps, the entire season. Specifically, Archsmith et al. (2011) show that umpires pay closer attention and perform better when calls are very important. Similarly, Mills and Lopez (2018) reveal that they make calls consistent with ending games more quickly when lead changes are very unlikely. However, there has been limited work estimating the role of the structure of the season itself on officials' performance. Managerial implications abound: reducing work fatigue and burnout is likely to improve performance outcomes, pleasing competitors and fans alike, and reducing the need for investments in automation.

This work therefore evaluates the role of travel and scheduling on umpire performance. I estimate the impact of recent travel and off days on the accuracy of ball-strike calls in MLB games. I use these results to identify the ways in which umpires regulate their performance in the short-term to optimize accuracy of their umpiring crew over the long-term. Specifically, I extend the work of Lopez & Mills (2018) and Archsmith et al. (2011) to test whether shirking takes place rationally and systematically, such that umpires seek to reduce effort in low-stakes game situations to ensure improved umpire crew performance in subsequent games. Further, I test whether these effects are moderated by the experience level of the umpire, and whether additional experience leads to learning of optimal performance regulation ("rational shirking") that maximizes both their own and their crews' accuracy over the course of the season.

As with past work, this in-progress paper will use MLB's Statcast pitch location data along with generalized additive regressions to model a probabilistic strike zone of umpires across different game situations and scheduling characteristics similar to that of Lopez & Mills (2018). The data include the location of millions of pitches from MLB regular season games, paired with game characteristics, umpire ball-strike calls, and umpire assignments. The work is currently under construction, with data collection and merging under way to integrate ball-strike calls and umpire experience data with scheduling structure information. I suggest managerial implications include league management of game officials and structuring worker tasks to maximize performance consistent with stakeholder expectations.

Bounded impacts: A comparison of perceived social impacts from traditional and digital sport event consumption

Heather Kennedy, University of Massachusetts Boston

Jordan Bakhsh, University of Ottawa

Ann Pegoraro, University of Guelph ADVISOR

Marijke Taks, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 6

Other

Friday, June 3, 2022, 11:40 AM - 12:00 PM

Existing social event impact (SEI) scholarship has predominately focused on examining how event attendees perceive SEIs following traditional event consumption (e.g., live attendance, television viewing, etc.; Kim et al., 2019). However, this approach and the resulting scholarship, does not reflect the widespread digitization of the sport industry, particularly the increasing digitization of sport events (Lachance, 2020). Consequently, this research extends our existing understanding of traditional SEIs by introducing the concept of digital SEIs, or the perceived social impacts from consuming an event through social media, and by investigating whether individual characteristics result in subgroups perceiving SEIs differently.

A sample of Canadians ($n=1,027$) who were aware of the Toronto Raptors' 2019 NBA Championship win were invited to participate in an online survey distributed 9-months post-event where they provided retrospective evaluations of the impact of the event along with demographic, geographic, psychographic, and behavioral information. Traditional SEIs were measured using four factors (i.e., social cohesion, feel-good-factor, social capital, and community event involvement) on a 6-point Likert scale (1=strongly disagree to 6=strongly agree) (Oshimi et al., 2021; Taks et al., 2020). These measures were then modified to reflect digital SEIs. Both digital and traditional SEI factors demonstrated sufficient levels of reliability ($\alpha \geq .8$).

There was an even gender (i.e., male/female) and geographic distribution (i.e., Toronto; Ontario - outside Toronto; Vancouver; Atlantic). Respondents ranged from 18 to 95 years old ($M=44.7$), with the majority (72.3%) identifying as Caucasian, educated (62.6% completed a post-secondary diploma/degree), and financially comfortable (49.6% had positive household income perceptions). With the exception of the traditional feel-good-factor ($M=4.68$), respondents did not perceive SEIs following the event: digital feel-good-factor ($M=3.21$), social cohesion ($M_{\text{traditional}}=3.27$, $M_{\text{digital}}=2.93$), social capital ($M_{\text{traditional}}=3.23$, $M_{\text{digital}}=2.89$), and community event involvement ($M_{\text{traditional}}=3.85$, $M_{\text{digital}}=2.72$).

A cluster analysis and follow up χ^2 -tests and t-tests to compare the clusters investigated if SEIs occurred for any population segments. There was an almost even divide between two distinct clusters: Impacted (i.e., those who perceived both traditional and digital SEIs) and Limitedly Impacted (i.e., those who either perceived no SEIs or only traditional SEIs). Impacted respondents were significantly younger ($M=39.5$ years old vs $M=48.9$, $p<.001$) and if they resided in Ontario, were disproportionately in the Greater Toronto Area ($p<.001$); otherwise, the clusters were similar demographically and geographically. While both clusters used social media, Impacted respondents were more avid users. Impacted respondents had higher basketball fandom levels ($M=4.4$ where 6 is highest level vs $M=2.6$, $p<.001$) and watched more NBA Championship games on TV ($p<.001$).

This research supports previous studies reflecting the existence of the short-lived feel-good-factor, while also revealing the boundaries of SEIs from event consumption; particularly the lack of impact among the general population and highlighting perceived impact among fans. There was a significant correlation between traditional and digital SEIs, indicating that it was improbable that a respondent experienced only digital SEIs. The introduction of digital SEIs as well as the identification of the boundaries of SEIs informs SEI scholarship, while the social media usage patterns among Impacted respondents informs social media and digital fandom scholarship.

The Anti-racism Industrial Complex in Sport

Doo Jae Park, University of Illinois at Urbana-Champaign

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 6

Diversity

Friday, June 3, 2022, 11:40 AM - 12:00 PM

This conceptual study introduces the concept of the anti-racism industrial complex in sport management to reference the proliferation of anti-racism campaigns initiated by professional sport organizations such as the National Football League that trivialize the vexed meaning of race. The anti-racist management practices are premised on eradicating historically entrenched racism. Yet an interwoven relationship between the great sport myth (Coakley, 2015) and racial capitalism (Robinson, 2000) escalates financial capital by reimagining anti-racism and multiculturalism in sport. In doing so, racial struggles and athlete activism over antiblackness have been neglected and further eliminated by the political rhetoric of “shut up and play” (Boykoff & Carrington, 2019). In this study, I theorize the anti-racism industrial complex and further expand it to sport management using the NFL’s management practices, in particular, the two distinctive but interconnected cases - the NFL’s league statement on 1) Colin Kaepernick’s anthem protest in 2016 and 2) the Black Lives Matter movement in 2020 in the aftermath of George Floyd’s killing - to address how the anti-racism industrial complex continues to shape a notion of race in sport according to the capitalist logic of raciality, consistently reinforcing hegemonic whiteness.

This study is guided by the structural theory of racism (Jung, 2015), which informs that race in the U.S. has never been value-neutral, and racialization has been processed through racialized institutional power (Omi & Winant, 2015). Considering racial formation as the people-making (Omi & Winant, 2015), this theory also reimagines multiculturalism as an illusory discourse because it embodies colorblindness that normalizes systematic racism and its consequences in sport (Bonilla-Silva, 2014). Additionally, the theory enables unpacking how racism has been normalized by structural management processes in sport.

I utilize conjunctive analysis as a method (Yoneyama, 2016) to theorize the anti-racism industrial complex. A notion of race can be determined by multiple power structures (Lowe, 1996). This method is helpful to bring different historical events to capture the non-so-obvious linkage and connections (Yoneyama, 2016). To explore the relationship between sport and racial capitalism and racialization within it, this study strategically juxtaposes the invisible history of antiblackness, racial politics, and colorblindness together to address the following research questions: 1) How is a notion of race interpreted differently in the aforementioned cases? 2) how does the anti-racism industrial complex redefine race in sport according to racial capitalism?

Findings reveal that the NFL is an ontologically racialized organization that consistently centers on whiteness and white national identity and inculcates hegemonic whiteness (Andrews, 2019). The NFL interprets the meaning of race differently in the two cases because the meaning is conjunctural. Unlike the 2016 anthem protest, the NFL was ostensibly racially conscious while supporting the 2020 BLM movement. However, the organization has not been deracialized as this conjunctive shift is determined by capitalist logic. Therefore, this study discusses how sport signifies racial capitalism in neoliberal America (e.g., Silk, Andrews, & Cole, 2005). I expect that this study will suggest a multifaceted meaning of race and racialization to better manage sport as a cultural production (Newman, 2014).

Mindfulness, Employee Engagement, and Innovation in Sport for Development

Per G. Svensson, Louisiana State University
Shinhee Jeong, Louisiana State University
Michael Clemons, University of Louisville
Brad Shuck, University of Louisville

20-minute oral presentation (including questions)
Sport for Development
Sport for Development 4

Other
Friday, June 3, 2022, 11:40 AM - 12:00 PM

Staff retention remains one of the more pressing challenges for sport for development (SFD) organizations (Clutterbuck & Doherty, 2019; Svensson et al., 2018). The SFD workforce operates in resource constrained environments and staff members are increasingly expected to balance many different roles and responsibilities (Raw et al., 2020). Employee engagement has been positioned as a viable framework for exploring how staff members can be better supported in SFD (Svensson et al., 2021). The purpose of this study was to examine the relationship between mindfulness, employee engagement, and innovative work behavior alongside turnover intentions and informal learning activities among SFD staff members.

The need for innovation has been increasingly emphasized in response to the continued capacity challenges of many SFD organizations (Svensson & Cohen, 2020; Whitley, 2019). The current body of knowledge include studies ranging from those focused on the meanings of innovation in SFD to the intra- and extra-organizational conditions necessary for facilitating innovations in the SFD space. Yet, few studies have explored factors associated with innovation at an individual level. Emerging studies from other disciplines suggest mindfulness may play an important role in employees' work experiences (Langer, 2014). Specifically, it has been suggested as a predictor of engagement (Malinowski & Lim, 2015; Petchsawang & McLean, 2017), and linked with innovation (Hu et al., 2019; Montani et al., 2020). Similarly, learning practices have been identified as an area of interest for additional research in SFD (Svensson & Mahoney, 2020).

An electronic survey was distributed to an international sample of SFD practitioners through Qualtrics. 228 surveys were submitted. 68 were excluded due to missing data on one or more measures. The final sample included completed surveys from 160 SFD practitioners for a cooperation rate of 23.3% and a response rate of 16.3%. Mindfulness was measured using Brown and Ryan's (2003) 15-item Mindfulness Attention Awareness Scale. Innovative work behavior was measured through a 9-item scale (Janssen, 2000). Informal learning was measured through nine items from Noe et al.'s (2013) scale. Shuck and colleagues' (2016) 12-item scale was used to measure employee engagement.

Data were analyzed through a mediation model using structural equation modeling. Mindfulness was significantly associated with employee engagement ($\beta = .178, p < .01$). Additionally, employee engagement was a significant predictor of innovative work behavior ($\beta = .627, p < .05$) and turnover intentions ($\beta = -.436, p < .01$). The relationship between employee engagement and informal learning was non-significant. A significant indirect effect was found between mindfulness on turnover intentions through employee engagement ($\beta = -.078$, zero was not included within the 95% confidence interval).

The results from this study highlight the importance of employee engagement in SFD. More specifically, this study contributes to advance the theorization of engagement within SFD by identifying the significant role of mindfulness for employee engagement. Furthermore, the results of this study extend the existing body of knowledge on outcomes associated with engagement of the SFD workforce. From a practical standpoint, SFD leaders should support mindfulness practices among all staff members. Additional implications will be further discussed including the non-significance of engagement on informal learning.

Built with Social Media Activism: Exploring Brand Development of the Seattle Kraken

Xuan Guo, University of Georgia

Yiran Su, University of Georgia ADVISOR

Bradley Baker, Temple University

20-minute oral presentation (including questions)

Marketing

Marketing 12

Branding

Friday, June 3, 2022, 11:40 AM - 12:00 PM

A critical factor in the financial success of sports teams is building a sufficient fan base (James et al., 2002). New teams need to attract fans in a highly-competitive entertainment market without the benefit of past sporting success and must instead rely on other brand associations (Doyle et al., 2017). Research has shown that in spite of their lack of established histories and past successes, new sports organizations should leverage the communal nature of consumption, establish a strong brand identity, and involve fans in co-creating team brand image. (Doyle et al., 2017; Wear & Heere, 2020). To communicate positive associations beyond competitive results, sport teams are increasingly involved in social media activism, echoing recent consumer movements (Agyemang, et al., 2020).

Studies of social activism have been popular in the social sciences, particularly regarding companies' communication in the digital age (Lee & Yoon, 2020). Brand activism where brands take a stand on social and political issues to stand out has become a popular marketing strategy (Moorman, 2020). A form of cyberactivism, social media activism involves using social media to reach a brand activism goal that is highly visible to others and has the potential to spread quickly beyond local communities (Cammaerts, 2015). Sport management researchers have studied different types of brand activism, including how fans use social media activism to build anti-sponsor-brand communities (Popp et al., 2016, 2018), athlete activism (Park et al., 2020), and brand activism in opposition to COVID-19 (López Carril, & Anagnostopoulos, 2020). Omitted are how new sport teams intentionally use social media activism to build their fan base and how fans respond to social activism as a branding strategy. The Seattle Kraken is a newly-launched NHL franchise, which has been actively engaged in brand activism as evidenced by the name of their home stadium (Climate Pledge Arena) and high-profile campaigns related to the environment, LGBTQIA+ inclusivity, and diversity. Thus, the purpose of this study is to examine 1) what the Kraken post about social activism, and 2) how consumers respond to different types of social media messages.

To address these purposes, we are collecting all tweets from the official Twitter account of the Seattle Kraken, beginning January 2020 and continuing through the conclusion of the team's first season of play in April, 2022. Through October 2021, we collected and conducted a content analysis of 1,376 original tweets that included 1,011 sport-related posts, 116 activism-related posts, 157 posts related to merchandise and the arena, and 92 posts interacting with fans. Activism-related posts primarily promoted racial equality (e.g., BlackGirlHockeyClub, NHLHispanicHeritageMonth, violence against Asian Americans), protecting the environment (NHLGreen, Earth Day), or celebrated Pride month. Preliminary ANOVA results indicate that, among all the post types, interacting with fans results in the greatest reach (i.e., the total number of people who see the tweet). When the data collection is complete, we will perform further analysis on fan engagement rate and fans' comments on different types of posts.

'I just try to be myself': Authenticity negotiation in elite athletes' personal branding on social media

Nataliya Bredikhina, Temple University

Thilo Kunkel, Temple University ADVISOR

President's Luncheon Presentation

Marketing

Student Paper Competition

Student Paper Winner

Friday, June 3, 2022, 12:30

Paper Abstract

Being perceived as authentic is important for athletes aiming to build a strong personal brand on social media. Existing scholarship has examined consumer perceptions of athletes, however, how athletes negotiate their self-presentation to build an authentic brand has lacked inquiry. This study fills this gap by exploring elite athletes' authenticity negotiation in personal branding, including authenticity perceptions, relevant motives and constraints, and self-presentation tactics. Through a constructivist grounded theory approach drawing on interviews with an international sample of 30 elite athletes, the study identifies intrinsic and extrinsic factors reinforcing the importance of authenticity in athletes' personal branding. Athletes endow authenticity with a dual meaning: revealing the true self and maintaining consistency between online and offline identities. However, athletes' pursuit of authenticity is buffered by a set of constraints stemming from institutional norms, commercial incentives and protocols, and platform risks, which lead to tensions. I identify six self-presentation tactics categorized into the acts of self-authentication, authenticity refinement, and authenticity orchestration, which athletes employ to resolve these tensions. Theoretically, the work contributes a grounded model of authenticity negotiation in personal branding from the point of view of a (micro)celebrity such as an elite athlete. Practically, the work offers guidance to athletes and stakeholders working with them on balancing the athlete's individual quest for authenticity with external demands and expectations when building a social media brand.

Examining the use and impact of digital technology on organizational change in National Sport Organizations

Ashley Thompson, University of Ottawa

Milena M. Parent, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Management

Management 13

Organizational Change

Friday, June 3, 2022, 1:20 PM - 1:40 PM

Literature Review and Purpose

The rise of digital technology (DT) in the past few decades has forced sport organizations like national sport organizations (NSOs) to engage in organizational change to survive (cf. Burnes, 2017). However, beyond triggering the need for change, DT also plays a dual role during the implementation of organizational change: it can be an area in which an NSO chooses to change (i.e., digital technology change), or it can be a tool that NSOs leverage to make other types of changes (e.g., strategy, governance, and structure changes) - the former referred to as small "d" digital and the latter as big "D" digital or digital transformation (Sone, 2019).

Within existing research on organizational change in NSOs, two important gaps are identified related to DT's aforementioned roles in the change process. First, research examining DT in NSOs has focused on the small "d" level, specifically social media (e.g., Naraine & Parent, 2017). While this research is important, NSOs are using other forms of DT beyond social media (e.g., Thompson & Parent, 2021). Yet, we argue there is little empirical support examining the use of DT in NSOs beyond social media. Second, in the context of organizational change, existing change models are "pre-digital" (Ewenstein et al., 2015); in other words, we have yet to understand the impact DT plays on organizational change processes. These gaps are problematic given DT's prevalence in organizations today.

Therefore, the purpose of this research was to examine the dual role of DT and its impact on organizational change in NSOs. To answer this purpose, it becomes important to first understand DT's use beyond social media. As such, two research questions are developed: (1) What does (small "d") DT look like in NSOs? and (2) How does (big "D") DT enable or constrain organizational change in NSOs?

Methods

A collective case study methodology was employed with five NSOs undergoing organizational change. Data were collected from 49 semi-structured interviews and 100 documents (e.g., strategic plans, annual reports, bylaws, and policies) and analyzed thematically (Braun & Clarke, 2021).

Preliminary Results

At the time of writing, data analysis was ongoing. However, preliminary results show that NSOs predominantly use DT at a micro, small "d" digital level to help them implement and enable organizational change. DT, like Zoom, WhatsApp, and SurveyMonkey, allows NSOs to better communicate changes to stakeholders (i.e., one-way communication) while also allowing for more two-way stakeholder communication and thus engagement. Although interviewees noted how DT enabled organizational change, they also expressed how NSOs have yet to fully capitalize on the use and benefits of DT (i.e., at a big "D" digital level).

Conclusion and Contributions

This study contributes to existing organizational change research by empirically demonstrating DT's role in enabling successful organizational change outcomes. Practically, this research shows how managers can leverage different technologies, specifically Zoom, to facilitate one-way and two-way communication with stakeholders.

Understanding Consumer Sentiment in Relation to Novel Sport Stimuli using Appraisal Theory: The Case of Surfing at the Tokyo 2020 Olympic and Paralympic Games

Danielle Kushner Smith, University of North Carolina - Chapel Hill

Luke Potwarka, University of Waterloo

Jonathan Casper, North Carolina State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 13

Consumer Behavior

Friday, June 3, 2022, 1:20 PM - 1:40 PM

In 2016, surfing was announced for inclusion in the Tokyo 2020 Olympic and Paralympic Games, part of an effort to attract a more youthful and gender-inclusive audience (IOC, 2017). While fans watched surfers during its Games debut, questions remain related to the impact of these viewership experiences. For example, did the inclusion of surfing change perception of the sport overall? Did it inspire new surfing fans, participants or deepen fan identification? Analyzing consumer sentiment (perceptions) in relation to novel sport stimuli posted on social media can provide sport managers and researchers with valuable marketing and consumer behavior-related evidence (Pegoraro et al., 2021). Researchers have suggested that words expressed on social media platforms can reflect salient psychosocial antecedents (attitudes and emotions) that might drive future behaviors (Watson & Spence, 2007).

The present study is one of the first to employ appraisal theory to understand perceptions of novel sport consumers. Appraisal theory provides a theoretical lens to understand the language of attitude, arguability, and interpersonal positioning (White 2005). The theory identifies three major aspects of appraisal between two actors (the appraiser and the object of the appraisal): attitude, showcasing the essence of emotion conveyed about the object, graduation, showcasing the strength of emotion or attitude, and engagement, the way people express appraisal or engage in discussion (Khoo et al., 2012). A cognitive appraisal approach is viewed as a relevant framework for understanding the emotional responses of consumers in the marketplace (Johnson & Stewart, 2005).

The purpose of this exploratory study is to understand consumer sentiment in relation to the Olympic/Paralympic sport of surfing using appraisal theory and text analysis. Our research questions are guided by the three aspects of appraisal theory:

- RQ1: How do consumers feel about surfing? (attitude)
- RQ2: How has the strength of emotion and attitude around surfing shifted? (graduation)
- RQ3: How are consumers engaging in conversation around surfing? (engagement)

This study employs Social Media Analysis (SMA), where analytic tools collect, monitor, and analyze social media to uncover trends and behaviors (Zhan et al., 2021) around how individuals think and feel (Wamba et al., 2016). Sentiment analysis helps to specifically pinpoint how consumers are feeling at a moment in time by analyzing text (Palit & Ghosh, 2020). Brandwatch, a leading SMA tool (Liu & Dawson, 2020), will be utilized to assess attitudes, strength of emotion, and engagement specific to surfing on Twitter during three distinct, 4-week time periods in 2021; pre-Olympics, during Olympics, and post-Olympics. To further assess attitudes, the Linguistic Inquiry and Word Count (LIWC) system will be used to link Twitter text to emotions. The LIWC is a valid method for measuring text expression of emotion (Kahn et al., 2007) to gauge sentiment from appraisers (consumers) around the object of appraisal (surfing).

The thematic findings will provide novel and theoretically-grounded insights into consumer sentiment generated after exposure to contemporary sport stimuli. It adds theoretical value in expanding the psychological concept of appraisal theory in sport, while also providing actionable data for sport organizations.

Does the Race of Team Leadership Impact Consumption? Evidence from NCAA Basketball Television Viewership

Byungju Kang, *University of Georgia*
Steven Salaga, *University of Georgia*

20-minute oral presentation (including questions)
Finance/Economics
Communications 7

Economics
Friday, June 3, 2022, 1:20 PM - 1:40 PM

The issue of discrimination has drawn substantial attention from sports economists because sports provide extensive and assessable data on performance and compensation of athletes and coaches which is rarely found in other industries (Longley, 2006). This study focuses on customer discrimination and measures the determinants of live event consumption given the racial composition of key actors on the competing teams. Specifically, this study merges the discrimination and consumer demand literatures by focusing on the managerial level of the organization and assessing whether head coach race is a practically relevant and statistically significant driver of consumption.

This study is unique in that the majority of the research examining customer discrimination is at the player level and measures match attendance (e.g., Brown, Spiro, & Keenan, 1991), sport memorabilia prices (e.g., Nardinelli & Simon 1990), and fan voting for all-stars (e.g., Hanssen & Andersen, 1999). Few studies examine customer discrimination using television viewership (e.g., Aldrich, Arcidiacono, & Vigdor, 2005; Kanazawa & Funk, 2001). Moreover, the consumer demand literature has routinely estimated the impact of player quality on consumption, but we are not aware of research specifically focused on team leadership and how personal characteristics such as race may influence product consumption. Given the effort leading sports organizations have placed on promoting diversity in leadership positions (i.e., Salaga and Juravich, 2020), there is relevance in estimating how the race of leaders is related to consumption.

This study examines the relationship between head coach race and television viewership in college basketball. The data contain viewership figures for all nationally televised regular and post-season conference tournament contests in NCAA Division I men's basketball in the 2013-14 and 2014-15 seasons. The dependent variable is the total number of viewers for a contest provided by the Nielsen Company. 1,860 contest-level observations exist. The general estimating equation follows:

$$V=f(\text{Anticipated contest quality, Actual Contest Quality, Temporal Factors, Consumer Availability}),$$

where viewership (V) is a function of anticipated contest quality (e.g., Pomeroy ratings and closing line point spread), actual contest quality (e.g., difference between closing line point spread and final scoring margin), the racial composition of the competing teams, temporal factors (e.g., day of week and month of season), and consumer availability (e.g., channels). The variable of interest is the number of Black head coaches who managed the competing teams in a given contest which assesses how consumers respond to the race of head coaches after controlling for player race and the hierarchical structure of team organization.

Preliminary analysis indicates the coefficient for the number of Black head coaches is negative and statistically significant. This means that after controlling for all other factors, viewership decreases for every additional Black head coach in a given contest. Interestingly, we find viewers prefer to watch Black players relative to players of other races. Together, these results appear to indicate a potential consumption bias against Blacks in leadership positions, but not against Blacks competing as athletes in the actual contest. This empirical work adds to literature assessing customer discrimination with respect to race in the context of sport.

Safe Sport e-Reader - A Creative Pedagogical Tool to Promote Safe Sport

Michael Van Bussel, Brock University

Kirsty Spence, Brock University

Julie Stevens, Brock University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 7

Other

Friday, June 3, 2022, 1:20 PM - 1:40 PM

Since 2000, over 80 reported cases of athlete harm involving 20 sports have occurred in Ontario (Ward & Strashin, 2019). Important to note in the context of reporting such harm, many cases of abuse in sport remain unreported (Kirby, Greaves, & Hankivsky, 2000). The development of a safe sport system to ensure participants' wellbeing across their sport experiences has lacked in Canada until the formation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) and the complementary independent Safe Sport Reporting Mechanism. A tremendous need exists for open-access resources regarding safe sport to help educate current students, athletes, coaches, and educators.

To address this subject-matter gap, the Centre for Sport Capacity (CSC) at Brock University hosted a virtual Safe Sport Forum in June 2021 of high-quality safe sport presentations and discussions. Post forum, a team of academics, practitioners, and student advisors drew upon presented content to develop a comprehensive Safe Sport e-Reader (OER) for e-Campus Ontario, and integrated current research and practice into a module-based resources for access by a wide range of e-Campus institutions. The evergreened content and practical tools in this OER will be beneficial in serving undergraduate and graduate students' learning needs. Moreover, the OER will be beneficial to Canadian Provincial Sport Organizations (PSOs) and National Sport Organizations (NSOs) when further integrating the UCCMS into educational programs. The purpose of this presentation is to highlight elements of the Safe Sport e-Reader (OER), insofar as being an innovative pedagogical tool for instructors. In this presentation, attendees will understand the OER as a first of its kind in Canada, through which instructors may have access to videos, interactive cases, gamified quizzes, and interactive safe sport resources. Through its design, the OER has potential to become an impactful online resource for instructors to promote safe sport; adopting this unique resource would contribute to the scholarship of teaching and learning in the field. The e-Reader is composed of 18 chapters, which address topics such as: safe sport from the athletes' perspective, governance and policy, legal aspects of safe sport and coaching education in an era of safe sport. In the OER, readers learn of athletes who have courageously disclosed their stories of abuse and their coaches' abdication of responsibility to ensure safe sport. Regarding governance and policy, recounts of the safe sport context over the past 30 years are given, including the mitigating development of the UCCMS. Further, dispute resolution elements, procedural and substantive contexts, and enforcement aspects are highlighted, linking legal topics with safe sport. Moreover, current trends and practical tools in coach development around safe sport are focused upon when discussing coaching education. For example, use of Relational Risk Management (Van Bussel, 2021) and associated communication elements used to promote safe sport are outlined. In sharing this pedagogical information in an e-Reader format, all authors intend to provide administrators, coaches, and athletes tools to guide them in their responsibility to implement safe sport practices.

Sport Venue Quality: Measurement, and Its Impact on Spectators' Sustained Consumption Intentions

Dae-eun Kim, Mississippi State University

Sangwon Na, Mississippi State University

Younghan Lee, Mississippi State University ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 7

Facility Marketing

Friday, June 3, 2022, 1:20 PM - 1:40 PM

Over the last few decades, extant literature in sport marketing and management has generally focused on the impact of service quality on service encounters (Heide & Gronhaug, 2006). Within this context, venue quality is perceived as a combination of the facility's physical attributes, atmosphere, ambiance, employee service, social environment, and even game experience (Balaji & Chakraborti, 2015; Brady & Cronin, 2001; Ko, Zhang, & Cattani, 2011; Shonk & Chelladurai, 2008; Yushida & James, 2010). This broad perspective raises a few issues. First, it is difficult to know if outcome variables have been affected by venue quality independent of the dimensions that are more related to service quality, atmosphere, or ambiance. Venue quality can only be considered as one of the sub-dimensions of the physical environment. Second, the scale to measure venue quality does not capture the full spectrum of the physical attributes of the venue. Meanwhile, perceived risk has been known as a constraint that has a negative influence on consumer's perceived value and behavioral intentions (Artuger, 2015; Beneke, Flynn, Greig, & Mukaiwa, 2013). Although the quality-value-consumption model has been well established in the context of sports and leisure (Ma & Kaplanidou, 2020), the effect of the perceived risk on the relationship between environmental factors and behavioral responses has gained less academic attention. The aim of the current study, therefore, was to reconstruct the sport venue quality dimensions as an autonomous quality with a utilitarian perspective and examine the impact on spectators' perceived risk, price perception, and sustained consumption intentions.

A total of 595 samples were collected, and the data set was randomly split into two halves for a principal component analysis with oblique rotation and confirmatory factor analysis, respectively. Results of the PCA generated 11 factors for venue quality including seating comfort, facility aesthetics, layout accessibility, safety, cleanliness, seating view, space allocation, facility system, electronic device, parking, and signage. The reliability and validity of the measurement model were also confirmed. In the structural model analyses, venue quality was found to be significantly associated with perceived value ($\beta = .780, p < .001$), perceived risk ($\beta = -.646, p < .001$), and sustained consumption intentions ($\beta = .491, p < .001$). Spectator's perceived value indicated a significantly positive effect on their sustained consumption intentions ($\beta = .179, p < .001$), and perceived risk also had direct negative effects on perceived value ($\beta = -.109, p < .01$) and sustained consumption intentions ($\beta = -.301, p < .001$), respectively. Moreover, the indirect path from venue quality to sustained consumption intentions was also significant ($\beta = .346, p < .001$) with a 95% CI excluding zero (.225 to .465), indicating that perceived value and perceived risk partially mediated the relationship between venue quality and spectator's sustained consumption intentions.

The findings of the current research will contribute to the sport management literature by providing meaningful insights on capturing the essence of sport venue quality and how it affects spectators' price perception, alleviates perceived risk, and leads to sustained consumption intentions.

Building relationships to promote social cohesion at large-scale sport events: A case study of the 2014 Glasgow Commonwealth Games' human rights approach

Christine Maleske, University of Michigan

Stacy-Lynn Sant, University of Michigan ADVISOR

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 5

Social Capital

Friday, June 3, 2022, 1:20 PM - 1:40 PM

The liminality generated by sport events provides opportunities for diverse stakeholders to come together to plan, design, and implement programs and initiatives for addressing targeted social issues in host communities (O'Brien & Chalip, 2007). However, in the case of large-scale sport events, in particular, social benefits may be unfairly distributed due to resistance, power imbalances, and inequalities among social groups (Dickson, 2017; Parra-Camacho et al., 2020). While there is a fruitful body of work on the social impact of sport events (e.g., Inoue & Harvard, 2014) and event leveraging (e.g., Chen & Misener, 2019), few studies have focused on the relationships necessary for leveraging social benefits. This paper examines how sport events can be leveraged to promote social cohesion in host communities through relationship-building. Approached from a social constructionism perspective (Slater, 2017), we draw from literature on social event leverage, social cohesion, and social network theory.

The United Nations recognizes social cohesion as an instrument for promoting human rights, as it encompasses inclusion, equality, respect, and social and political participation (United Nations Development Programme, 2020). Although there is ambiguity surrounding the concept of social cohesion, it can be interpreted as an ongoing process of developing well-being and a sense of belonging among social groups. It is based on mutual support, trust, and commitment to reducing marginalization and exclusion in communities (Fonseca et al., 2019; Organisation for Economic Co-operation and Development, 2011). Social network theory is a useful lens for understanding the factors influencing social relationships (McPherson & Smith-Lovin, 1987) and social processes (Borgatti et al., 2009). The theory contends that social cohesion (Granovetter, 1983), and the diffusion of (in)tangible resources (Pescosolido, 2006) within a social group are dependent on the types of relationships (i.e., close relationships, acquaintances) in a network.

This study employs an instrumental case study design (Stake, 1995), that is, the case plays a supportive role in facilitating our examination of the strategies employed to build relationships and enhance social cohesion within a host community. The case - 2014 Glasgow Commonwealth Games - was one of the first large-scale events to establish its own human rights approach outlining a strategy for engaging social groups that face discrimination and disengagement in the host community. Multiple sources of data were collected (Yin, 2018), including semi-structured interviews, official event reports, and media articles.

To analyze our data, we employed a qualitative social network analysis (SNA) and a reflexive thematic analysis. Qualitative SNA is useful for identifying factors influencing a network's relationships and structure (Heath et al., 2009; Luxton & Sbicca, 2021), allowing scholars to gain insight into the network (Edwards, 2010). While reflexive thematic analysis (Braun & Clarke, 2006, 2019) is used to identify, analyze, and report themes related to the contribution of each network relationship in promoting social cohesion, such as the provision of resources. Findings for this paper cannot be presented at this time as the study is currently in progress. However, this paper is expected to contribute to the literature on promoting social cohesion, relationship-building, and implementing human rights approaches at large-scale sport events.

Examining Institutional Complexity in Esports

Patrick Neff, Texas A&M University

Craig Fulk, Texas A&M University

Calvin Nite, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Management

Management 14

Other

Friday, June 3, 2022, 1:20 PM - 1:40 PM

Esports is a rapidly growing field facing many challenges. The esports industry expects an audience of 474 million people and revenues over \$1 billion in 2021, with about 75% coming from media rights and sponsorships (Newzoo, 2021). Due to this massive growth, especially amongst younger populations, scholastic esports has begun to proliferate. However, the organizations attempting to provide support and structure for scholastic esports face many barriers to their growth and acceptance, such as lack of legitimacy, support, and access due to the disparate interests of the various stakeholders. The game developers responsible for creating esports games and running professional leagues are for-profit corporations whose goals, generally, focus on maximizing revenues and protecting their intellectual property. Schools have goals including educating students in basic academic skills, critical thinking and problem solving, and soft skills like work ethic and social skills (Rothstein & Jacobsen, 2006). Parents are primarily concerned with making sure their children are learning and growing. Additionally, they are concerned with the amount and quality of screen time in which their children engage (Konca, 2021). State level esports organizations share many logics with schools, including a specific focus on developing soft skills, building engaging competitions, and helping students achieve college and career readiness. Each of these competing logics increases the institutional complexity seen in the esports industry.

Drawing on institutional theory and institutional complexity, we recognize multiple competing institutional logics - market, non-profit, education, community, family - among the stakeholders such as game developers, school districts, non-profit scholastic organizations, for-profit intermediaries, and higher education. Organizations encounter “institutional complexity whenever they confront incompatible prescriptions from multiple institutional logics” (Greenwood et al., 2011, p. 317), wherein “institutional logics provide guidelines on how to interpret and function in social situations” (Greenwood et al., 2011, p. 318). Institutional complexity may be influenced by the number of competing logics; the level of incompatibility among the logics (Greenwood et al., 2011); severity of field-level fragmentation (Pache & Santos, 2010); degree of centralization of power (Greenwood et al., 2010; Meyer et al., 1987); and institutional and organization identity (Greenwood et al., 2011). We theorize that scholastic esports is emblematic of institutional complexity.

The purpose of this study is to understand the effects of institutional complexity on scholastic esports program development and implementation. We focus on state level non-profit scholastic esports organizations across multiple states. Through semi-structured interviews, we gain an understanding of challenges program leaders face in developing programs in a complex scholastic esports space. Data will be analyzed and coded using the Gioia et al. (2012) method into first order concepts, second order themes, and aggregate dimensions. Preliminary findings suggest state level non-profit scholastic esports organizations face issues of legitimacy regarding parents and schools, corporate profit motives clashing with educational goals, and buy in from all players in the space. We will provide understanding of the complexity challenges faced by different stakeholders in the scholastic esports space, with insights into complexities faced by institutional entrepreneurs. Additionally, we will offer organizational leaders perspectives into overcoming that complexity.

Emotional and Behavioral Responses toward Sport Augmented Reality Broadcasting

Jin Woo Ahn, University of Florida

Yong Jae Ko, University of Florida ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 14

Consumer Behavior

Friday, June 3, 2022, 1:20 PM - 1:40 PM

Innovative technologies such as Augmented Reality (AR) have revolutionized our daily lives and the sport industry. Particularly, AR amplifies the way fans watch a sport game on the screen. Despite all the advantages, the use of AR may not always maximize positive experiences. Although people repeatedly consume the products they have enjoyed and consume more of them, ironically, positive emotions obtained from the enjoyable experiences eventually decreased if we consume them for a longer duration or frequently (Coombs & Avrunin 1977). Thus, to clearly explain this phenomenon, the current study aims to investigate how three distinct but interacting factors (i.e., stimulus intensity, interruption frequency, and interruption types) attenuate consumers' satiety when they watch sport AR broadcasting (S-ARB) and its impact on their future behavioral intention.

According to the dual-process theory of habituation (Groves & Thompson, 1970), the effective stimulus results in two independent processes in the central nervous system; sensitization (incremental) and habituation (decremental) processes. First, depending on the sensitization intensity level, an individual's attention level can be elevated. Thus, we posit that the perceived fascination/enjoyment can reduce the fatigue of enduring attention. Second, we also assume that the interruption helps disrupt the habituation. Bao and Lyubomirsky (2018) found that the interruption helped to 'reset' the feelings of enjoyment and elicit the feelings of restarting the experience.

However, frequent interruption during hedonic consumption may also lead to higher rates of exhaustion and induced stress (UC-Berkeley, 2020). Therefore, the authors propose that the level of interruption frequency may influence S-ARB experiences. Based on the concept of subcategorization (Redden, 2007), people may perceive consuming products less similar to each other when the products are specifically categorized even if people continuously consume the same product. Therefore, the authors assert that interrupting S-ARB by commercials, another type of fascinated sensitization, can delay viewers' satiation. Based on these assumptions, we propose that:

- H1: S-ARB generates a greater (less) fascination (fatigue) than 2D broadcasting.
- H2: In a S-ARB condition, participants in infrequently (frequently) interrupted condition will show higher (dis)continuous intention to watch S-ARB.
- H3: In a frequently interrupted condition, participants exposed to AR commercials (2D commercials) will show higher intention to (dis)continuously watch S-ARB.

We will conduct a series of two experimental studies 3 (Interruption frequency: No-interruption vs. Infrequent vs. Frequent) x 2 (Interruption categorization: AR-ads vs. 2D-ads) between-subject design. ANOVA and Process Model will be employed for data analysis. By adopting a random assignment, all participants will be assigned to one of 6 stimuli developed using National Basketball Association games. They will answer a survey asking fascination (Basu et al., 2019), fatigue (Nelson & Meyvis, 2008), and intention to watch S-ARB (Dodds et al., 1991). The results may offer several theoretical implications that help explain consumers' emotions and satiation in S-ARB. The results will also offer managerial implications for the effective application of S-ARB for sustainable spectatorship.

“Every time, something goes bad, people go get black women to fix it”: An interpretative phenomenological analysis of Black women Athletic Diversity and Inclusion Officer leadership experiences

Ajhanai (AJ) Keaton, University of Louisville

20-minute oral presentation (including questions)
Management
Management 13

Diversity
Friday, June 3, 2022, 1:45 PM - 2:05 PM

Athletic Diversity and Inclusion Officers (ADIO) are novel leadership positions in collegiate sport (Author). ADIOs are tasked with creating and sustaining diverse, inclusive, and equitable (DEI) athletic departments. A majority of these positions are concentrated at the Division I level of the NCAA and their leadership serves as an opportunity to address the pervasiveness of racial, gender, and other inequities extant in collegiate athletic department practices, leadership, and experiences (Author). Collegiate athletic departments have been argued as gendered and racialized organizations (Cooper et al., 2020; Katz et al., 2018). Interestingly, Black women ADIOs have assumed a majority of Division I ADIO positions. Consequently, their leadership will grapple with marginalizing organizational contexts, on the axis of race and gender, that directly targets their visibly salient identities. Moreover, there is a lack of understanding how Black women experience and navigate the ADIO position and of Black women’s leadership in sport broadly (Cunningham et al., 2019). This hermeneutic phenomenological study applied a Black feminist lens to examine what it means to be a Black woman leading diversity and inclusion initiatives in collegiate athletic departments (research question one).

I conducted an interpretative phenomenological analysis (IPA) (Smith et al., 2009) that examined two in-depth semi-structured interviews and two journal reflection prompts from five Black women ADIOs. IPA is methodologically rooted in interpretative phenomenology, hermeneutics, and idiography (Shinebourne, 2011). It is an interpretative process that occurs between the researcher and researched, as the pair co-create the meaning of participant’s lived experience (Peat et al., 2019). The sample size of five is methodologically appropriate for phenomenological research (Smith et al., 2009) and is suitable given the emergent state of the ADIO position.

Findings from this study illuminated three themes: a) The ADIO position elicits the strong Black woman Strong Black woman (SBW) stereotype, which leads to emotional fatigue, b) Black women ADIOs are positioned as athletic departments’ conscience, often interpreting substantive (good) and symbolic (bad) DEI practices that enhance or constrain an athletic department’s commitment to inclusivity, and c) Black women ADIOs are proud of and leverage their intersectional identities (specifically race and gender) to withstand marginalization and pursue equitable and inclusive organizational contexts. Consequently, Black women ADIOs lead DEI in sport organizations that magnify the reality of Black womanhood on a macro, meso, and micro level. For example, Black women ADIOs seek to create inclusive athletic departments while embodying or reluctantly drawing upon macro-level stereotypes/cultural portrayals of Black women (e.g., SBW). At an organizational level, Black women ADIOs experience and are hired to address structural inequities in raced-gendered athletic departments. On a micro level, Black women ADIOs utilize intersectional leverage (e.g. advantageous perceptions and attributes of Black womanhood) to withstand and challenge marginalization in their respective athletic departments.

The ADIO position creates a dual reality for participants, as they acknowledged the advantages of being a Black woman leader in sport (Smith et al., 2019), while also acknowledging the marginalization they experience as Black women in sport administration (Bruening, 2005 McDowell & Carter-Francique, 2017; Walker & Melton, 2015).

Why Sport Ticket Salespeople Leave Their Jobs: Applying Attribution Theory to Employee Turnover

Nels Popp, University of North Carolina

Liz Sattler, Illinois State University

Megan Shreffler, University of Louisville

20-minute oral presentation (including questions)

Marketing

Marketing 13

Sales

Friday, June 3, 2022, 1:45 PM - 2:05 PM

Sport management students frequently desire to work for professional sports teams (Todd & Andrew, 2008) and among these teams, ticket salespeople are the most common entry-level employees hired (Pierce et al., 2012). Those teams also endure high levels of salesperson turnover (Popp et al., 2019). Utilizing Attribution Theory (AT; Heider, 1958), the current study examined reasons why ticket salespeople quit. Attribution theorists examine how individuals perceive the cause of particular outcomes and how those perceptions impact current or future behavior. AT has been used to examine salesperson success on the job (Johnson, 2006). Dixon et al. (2001) examined what underlying factors salespeople attributed to a failed sale and their behavioral responses. Dixon et al. (2003) also investigated attributional differences between experienced and novice salespeople following failed sales interactions.

Among sales success studies utilizing AT, research splits into two primary categories: performance appraisals and salesperson motivation (Johnson, 2006). Curiously, sales management scholars have utilized AT to examine sales failure rates in general (Harmon et al., 2002; Le Bon, 2017) but not specifically to examine salesperson churn. Within the general business literature, however, studies explore connections between cause attribution and either work exhaustion (Moore, 2000) or the decision to leave a job (Harvey et al., 2008; Huning & Thomson, 2010; 2011), but such studies have not been conducted specifically looking at salesperson turnover, despite its frequent occurrence (Boles et al., 2012). The current study examines (a) reasons why sport ticket salespeople leave; (b) if reasons differ based on gender, longevity in the position, and type of undergraduate degree earned; and (c) whether individuals who leave the ticket sales profession attribute sales success to different constructs than those remaining in ticket sales roles.

To conduct the study, the research team collected names of entry-level salespeople identified from online North American “Big 4” team media guides. Names were cross-referenced via social media platform LinkedIn and survey requests were disseminated through the platform. The instrument included factors adapted from Scott et al. (2017), who examined employees leaving the tech industry. Respondents also completed the 15-item, 5-factor Successful Sales Attribution Scale developed and validated by Dixon et al. (2001; 2003). A total of 1,737 individuals, representing 79 of the 122 “Big 4” teams, were sent invites. Usable surveys were provided from 511 respondents (29.4% response rate), with 51.7% of respondents no longer working in the sport industry, 32.3% still employed as ticket salespeople, and 16.0% working in sports but in a non-salesperson role.

Various group mean differences were detected using ANOVA tests. Mutable factors such as pay, leadership style, and professional development opportunity were cited as stronger reasons for leaving than immutable factors such as team success and customer rejection. Significant differences in reasons for leaving emerged for (a) gender, (b) longevity on the job, and (c) degree type earned. Respondents who stayed on the job attributed AT constructs “ability” and “training” significantly more to sales success, and the construct of “luck” significantly less, compared to those who did not persist in ticket sales positions.

Estimating Compensation Differences by Gender Among NCAA Division I Athletic Directors

Tyler Skinner, University of Georgia

Steven Salaga, University of Georgia ADVISOR

20-minute oral presentation (including questions)

Finance/Economics

Communications 7

Finance

Friday, June 3, 2022, 1:45 PM - 2:05 PM

While the management, strategy, and finance literature on executive compensation is extensive, research in this area in the context of sport is nearly non-existent. This study examines the determinants of compensation for NCAA athletic directors (AD). This research aims to examine the size and significance of gender compensation gaps and, if found, what factors contribute to this differential. While 10 percent of Football Bowl Subdivision (FBS) ADs are women, none are in the top 30 (approximately top quarter) of FBS AD compensation (SpencerFane, 2018).

Quantitative research on wage differentials for executives in sport is limited. In non-sport settings, women executives have total compensation that is 45 percent lower than men, but this significantly decreases at the CEO level (Bertrand & Hallock, 2001). Adams, Gupta, Haughton, and Leeth (2007) find that female CEOs receive similar compensation as men once they reach the executive level but receive lower compensation in earlier positions. In sport, “market forces” rather than employee discrimination were identified as the cause for gender differences in salary for NCAA basketball coaches (Brook & Foster, 2010).

Previous studies on this topic identified that “there is little existing theory for when gender equality in compensation is likely to manifest, or when equality (or a pay advantage) between genders should emerge” (Blevins, Sauerwald, Hoobler, & Robertson, 2019, p. 22). Executive compensation research is not always theory-driven, but studies commonly utilize agency theory in executive compensation research (Gayle, Li, & Miller, 2018). Agency theory examines the “agent-principal” relationship, in which the AD is the “agent” and the institution the “principal” (Fort, 2016). In the current case, we assume AD decision making directly impacts athletic department outcomes.

This study will utilize a panel regression framework to estimate the determinants of AD compensation. The dependent variable is yearly AD compensation and the independent variable of interest an indicator denoting whether the AD is female. Compensation data are collected from various public databases, IRS Form 990s, and Freedom of Information Act requests. Control variables include individual athletic director data (age, race, current /institutional tenure, collegiate athletic coaching experience, AD experience, other intercollegiate work experience, collegiate playing experience, education level, rank of college), as well as individual institutional data (enrollment size, type, endowment, sports sponsored) and institution and year fixed effects.

Overall, sport leaders are considered analogous to CEOs in traditional business settings (Ndofor, Preim, Rathburn, & Dhir, 2009), and with increased inclusion efforts in higher education, there is a need for research examining gender compensation in this context. The larger compensation literature has not developed a consensus on the determinants of the gender pay gap, and this study adds to the literature in a high-profile context. The results have practical implications for institutions, ADs, search firms and other stakeholders in college athletics.

South Asian Athletes Within the Arab World- The 21st Century Slavery

Umer Hussain, Texas A&M University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 7

Diversity

Friday, June 3, 2022, 1:45 PM - 2:05 PM

Introduction. In the last few decades, there has been a growing interest in cricket among the South Asian migrants living in the Arab world (e.g., United Arab Emirates and Qatar). Further, most of the cricket athletes representing Arab countries at the regional and national level are from South Asian backgrounds (e.g., Pakistan and India). However, according to various news reports, athletes from South Asia in the Arab world face numerous forms of racial abuse. Nevertheless, there remains a dearth of sport management scholarship detailing lived experiences of Muslim men athletes from South Asian ethnical backgrounds living within the Arab world.

Literature Review. In the broader sports scholarship, most of the research is conducted upon Muslim women (Hussain, 2021), while Muslim men are disparaged as objects of hegemonic reproduction (Hussain, 2021; Ratna & Samie, 2017). This approach limits the understanding of issues faced by Muslim men athletes having marginalized identities (e.g., migrants and refugees). Numerous human rights activists and scholars have underscored that South Asians living within the Arab world face blatant racism and marginalization. Further, scholars have elucidated that Muslim men having marginalized identities within the Arab world can face intersecting forces (Hussain, 2021).

Purpose. This study aims to untangle the lived experiences of Muslim men athletes from South Asia living in three Arab countries (e.g., Saudi Arabia, UAE, and Qatar) through the lens of intersectionality (Crenshaw, 1989).

Method and Data Analysis. In this ongoing study, data is collected from South Asian athletes playing cricket at community (cricket clubs), regional, and national levels in three Arab countries (e.g., Saudi Arabia, UAE, and Qatar). To achieve the study purpose, existential-phenomenological interviews (Husserl, 1931; Merleau-Ponty, 1962) are being conducted. Interviews are taken till saturation point is achieved. Then, the semi-structured interviews are being analyzed via employing Elo and Kyng, àö–Bs' (2008) three-phase content analysis process (preparation, organization, and reporting).

Results. Initial fifteen interviews conducted from cricket athletes living in UAE and Qatar elucidate that the athletes face multi-layered Slavery. For instance, various cricket clubs are hiring South Asian athletes for using them as cheap healthy labor in their sponsoring organizations while also using them as a means of branding within their local communities. In addition, it was found that International Cricket Council (ICC) and national governing bodies have no mechanism to control abusive policies by local cricket institutions against South Asian cricket athletes.

Implications. This study is the first of its kind regarding Muslim South Asian men athletes' lived experiences within the Arab world, which will help to explore multiple factors of oppression affecting their sport participation. Further, the multiple forces of coercion explicated in this study will provide recommendations to national sports bodies and the International Cricket Council (ICC) regarding safeguarding the rights of South Asian Muslim men athletes living in the Arab world.

Revitalizing Sporting Space through Esports Venue Development: A Multi-Site Case Study of Esports Stadium and Fusion Arena

Hanhan Xue, Florida State University
Grace Yan, University of South Carolina
Jingyan Wang, Florida State University

20-minute oral presentation (including questions)
Facilities/Events
Facilities/Events 7

Other
Friday, June 3, 2022, 1:45 PM - 2:05 PM

Urban planners and sport management practitioners often seek new opportunities to sustain economic growth in cities. Sports stadiums and arenas and sports-anchored entertainment districts have traditionally been heralded as catalysts for urban revitalization (Smith, 2010). Recently, purpose-built esports venues have recently emerged as one such urban catalyst. In South Philadelphia, for example, the Fusion Arena - a 65,000-square-foot, 3,500-seat esports arena that is estimated to cost \$50 million - is under construction with a slated winter 2021 opening. Interestingly, esports venues of this type are often located in existing sports complexes or are proposed to be built adjacent to them. To wit, many esports venues are owned or managed by sports teams looking to build connections between sport fans and games and the esports community. A broader explanation, however, can be related to the *raison d'être* that esports stadiums and arenas serve as a digital entertainment hub that enables the integration of information technology and sports and entertainment industries (Wagner, 2021). This convergence promises to transform the production, distribution, and consumption practices and experiences and ultimately enhance the competitiveness of cities. But how, and to what extent, are esports facilities used to connect sports and entertainment, technologies, and other aspects of urban living? And what are the potential problems and challenges in this process?

To answer these questions, we employ two-site, in-depth comparative case study (Yin, 2012) - the Esports Stadium in Arlington, Texas and the Fusion Arena in Philadelphia, Pennsylvania - to explore the policies, actors, and practices around esports development and esports venue construction as they relate to the expansion and redevelopment of local sports and entertainment districts and a broader technology-oriented urban regeneration initiative. In both cases, the owners of local sports teams (MLB's Texas Rangers & NHL's Philadelphia Flyers) have been actively involved in the creation and management of esports teams and advocated for the construction of esports facilities for not only hosting esports tournaments but also expanding existing mixed-use sports and entertainment districts (e.g., the Fusion Arena is part of the Comcast Spectator's \$250 million "Transformation 2020" project to renovate the South Philadelphia Sports Complex). The concept of "Smart City" is highlighted in both cities when connecting to a pro-economic growth and innovation matrix. Additionally, both esports venues experienced challenges in the development process such as labor lay-off or construction pause.

To facilitate the case analysis, we associate our cases with Albert-László Barabási's complex networks framework (2002) by treating the connectedness between esports venues, sports, and technologies in urban context as a hierarchical network of preferential attachment, free choice, and growth instead of horizontal interconnections and equal opportunities. We collect both documentary data - including government and organizational reports, policies, news articles, and archival documents - and interview data derived from semi-structured interviews with the executives from local esports and sports venues, city planners, and local communities. This study is still in-progress; but the preliminary results are expected to elucidate how esports venues are purposefully used to realize a new wave of sports expansion featured with information technologies and the problems thereof.

Understanding experiences with capacity building in the SFD context

Christine Wegner, University of Florida

Patti Millar, University of Windsor

Trevor Bopp, University of Alabama

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 5

Other

Friday, June 3, 2022, 1:45 PM - 2:05 PM

Sport-for-development (SFD) organizations utilize sport to enact social change for individuals and communities. While historically, this premise was founded on the proposition that sport in itself had the power to create positive outcomes, researchers and practitioners agree that the reliance on sport itself is not enough (Coalter, 2013). Practitioners must be intentional about the ways in which program design creates lasting impact (Bruening et al., 2015; Schulenkorf, 2012). By extension, an SFD organization must also have the necessary structures and resources, or organizational capacity, to sustain this design. Existing research has focused on the nature of capacity and the capacity-related challenges that might exist across a number of organizational contexts, including in the SFD context (e.g. Clutterbuck & Doherty, 2019; Doherty et al., 2014; Kitchen & Crossin, 2018; Svensson & Hambrick, 2016). However, less research has focused on the nature of capacity building in the SFD context, which may need to be imagined or structured differently from other nonprofit organizations. The need for paid, skilled employees amidst financial constraints (Svensson et al., 2017; Svensson et al., 2021), positives and negatives produced by servant and shared leadership (Jones et al., 2018; Welty Peachey et al., 2018), and conflicting organizational demands (Hartmann & Kwauk, 2011; Raw et al., 2019) are just some of the nuances of the SFD context that may affect capacity building.

Millar and Doherty (2016) developed a process model of capacity building to further understand the factors involved in capacity building at the organizational level. The model is an overarching strategic approach to capacity building, guided by the understanding that capacity needs, and how organizations respond to those needs, may vary from one organization to the next. Using this model of capacity, we analyzed the capacity building process in an SFD context through a network of organizations engaged in a structured capacity building program, seeking to understand the role that nuances in the context play to enable and/or constrain from the capacity building process.

We attended three trainings that were part of a larger year-long capacity building program. Data collected from focus groups, individual interviews, field notes, and workshop document(s) were thematically analyzed using the components of the process model (Elo & Kyngas, 2008), and inductively coded to reveal additional themes (Creswell, 2007). We found that existing capacity (or lack thereof) and passion for the cause both enabled and constrained capacity building. Passion for the cause by both leadership and employees/volunteers were double-edge swords, as cause champions were both resources in themselves and constraints that focused on programmatic capacity at the expense of organizational capacity. Finally, the dual burden of building capacity for sport and capacity for development programming problematized the process (Hartmann & Kwauk, 2011). These findings suggest that capacity building in an SFD context is not a one-size-fits-all proposition (Andersson et al., 2016), organizations can benefit from tailored capacity building initiatives that meet individual needs (Millar & Doherty, 2018), and the conflicts of institutional demands within SFDs are further exposed during the process of capacity building (cf. Svensson, 2017).

A Strategic Process Model of Corporate Social Responsibility in Professional Sport

Kathy Babiak, University of Michigan
Daniel Yang, University of Michigan
Lisa Kihl, University of Minnesota
Annick Willem, Ghent University

20-minute oral presentation (including questions)
Management
Management 14

Corporate Social Responsibility
Friday, June 3, 2022, 1:45 PM - 2:05 PM

Introduction/Significance of the Topic: In the global professional sport context, teams and leagues have begun to frame corporate social responsibility (CSR) practices more strategically by weaving these activities into their business and functional strategies (Mostardeiro, 2007). However, a significant gap in the broader CSR literature is a systematic analysis and understanding of the process of strategic CSR management in modern corporations (Vitolla et al., 2017) including professional sport entities. Notably, sport scholarship is trailing behind in theorizing the complexity of strategic CSR decision-making in professional sport (Anagnostopoulos et al, 2017). In particular, there remains a lack of attention (in both academia and industry) on how to build and integrate a CSR strategy that creates shared value through a CSR platform (Porter & Kramer, 2011) in the professional sport setting.

Purpose: The purpose of the presentation is to provide comprehensive understanding of the strategic CSR management processes for professional sport organizations by offering a conceptual framework linking interdependent tasks, activities, and outcomes.

Literature Review: Strategic CSR is a "...business strategy that integrates core organizational objectives and competencies to create value and positive social change that is embedded in the day-to-day business culture and operations" (McElhaney, 2009, p. 35). Part of the challenge with designing 'strategic' CSR is that while the focus is on both business and society, often, the full complement of resources and capabilities to tackle complex social problems does not develop, or is not accessed, ultimately resulting in a firm not realizing the full value of these efforts (Rangan et al., 2015). These are considerations that professional sport teams must contemplate given their unique context, market situation, fan relationships, complex operations, and powerful stakeholders (Babiak & Wolfe, 2009; Trendafilova et al., 2017).

Proposed Framework: Given the dynamic and complex environment in which professional sport teams and leagues operate, our model provides a holistic and integrated perspective of the strategic management process and can serve as a foundation for industry professionals and for CSR researchers alike. Specifically, the model highlights four stages of strategic CSR management: internal/external environment assessment, strategy formulation, strategy implementation, and impact/outcomes evaluation. In this model, we highlight the steps and key considerations for sport teams in making strategic decisions, taking action on those decisions and assessing the value and impact of the organizational efforts around CSR to provide a shared value to both the team and to society.

Discussion/Implications/Future Directions: Managing strategic CSR in professional sport requires focused and intentional thinking and a systematic understanding of the processes, orientations, activities, and outcomes that lead to shared value. The paper's main contribution is the conceptualization of a comprehensive model of the strategic CSR decision-making processes in professional sport organizations which may help teams to enhance their competitive context by creating social impact and improving business performance. Moreover, we believe that our framework may serve as a touchstone for team CSR practitioners to consider the strategic implications for their unique context, market, or league. Finally, significant areas of research opportunities will be discussed in the presentation.

Sport Participation, Acculturative Stress, and Depressive Symptoms among International College Students in the United States

Hyosoon Yim, Florida State University

Amy Chan Hyung Kim, Florida State University ADVISOR

James Du, Florida State University ADVISOR

Jeffrey James, Florida State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 14

Other

Friday, June 3, 2022, 1:45 PM - 2:05 PM

The distinctive social nature of sport in its capacity to promote immigrants' adaptation to the new society represents a promising transformative marketing remedy to cope with adverse mental health outcomes (Lee et al., 2019). Sport participation has hence been regarded as a vehicle to reduce acculturative stress derived from feelings of marginalization for international students (Carek et al., 2011). However, the evidence on the relationship between sport participation, acculturative stress, and depressive symptoms have been lacked and fragmented. The current study examined the mediating effect of acculturative stress on the relationship between the level of sport participation and depressive symptoms among international college students. Adopting the Integrative Model of Acculturation and Salutogenesis (Riedel et al., 2011) as a theoretical framework, we explored sport participation, acculturative stress, and depressive symptoms in the main three steps (i.e., strategy used, immediate effect, acculturation outcome) of the psychological acculturation process.

A total of 203 international college students in the United States were recruited. The online questionnaires were distributed from April 27, 2020, to May 18, 2020, via Prolific. The instrumentation included five previously validated measures: sport participation (SLIM-18; Gould et al., 2011), acculturative stress (ASSIS; Sandhu & Asrabadi, 1994), depressive symptoms (CES-D-10; Andresen & Malmgren, 1994), sense of coherence (SOC-13; Antonovsky, 1993), and demographic characteristics. The participants' time stayed in the United States, English fluency, financial status, and level of sense of coherence were added as control variables.

The results of regression analysis showed that sport participation was significantly and negatively associated with depressive symptoms, whereas acculturative stress was significantly and positively associated with depressive symptoms (adjusted $R^2 = .387$, $F [6,196] = 20.662$, $p < .001$). The results of the mediation analysis ($\beta \leq -.001$, $SE = .0003$, 95% CI $[-.008, .004]$) indicated that sport participation did not exert significant indirect effects on depressive symptoms through acculturative stress.

While several previous scholars have argued that sport participation is a powerful tool to cope with acculturative stress among international students (Lee et al., 2019), the present study implies this may not be applied to all international students. Specifically, the levels of acculturative stress and depressive symptoms among European participants were lower than those from Asia or non-European countries. Future studies using meta-analysis could be beneficial to examine the external validity of the previous studies on the relationship between sport participation, acculturation, and mental health to address this potential heterogeneity on the level of acculturative stress based on their origin countries or continents.

The current study provides meaningful implications to adopting the transformative marketing perspective (i.e., a marketing approach that pursues positive social outcomes by promoting positive behavior of the target population; McCullough & Trail, 2021) in a sport management context. The current findings could be extended to a general immigrant population representing 28% of the total US population (Zong et al., 2019). This study will be a stepping stone to attain one of the most crucial goals of the public health agenda by encouraging a healthy lifestyle among diverse members of society through sport participation.

Simulating the Collective Bargaining Process in U.S. Professional Sports

Mark Beattie, Fort Lewis College
Carter Rockhill, Carthage College

Teaching/Learning
TLF2

Role Playing
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Active learning is a pedagogical approach in which class activities, assignments, and projects are designed to engage students with course content and concepts. In active learning environments, students practice interpersonal communication, problem solving, and decision-making skills (Center for Teaching Innovation, n.d.). Sport management instructors have used active learning to facilitate individual class sessions (e.g., jigsaw, group discussion; Dane-Staples, 2019) and semester-long projects (e.g., mock trial; Lower-Hoppe et al., 2021).

A simulation is an active learning technique where students act out a scenario(s), complex process(es), or concept(s; Caniglia, 2019). Furthermore, to maximize student learning, instructors should provide supporting content and material(s), assign students to specific roles, and plan a debriefing discussion (Caniglia, 2019). The following activity was designed to simulate the collective bargaining process in professional sports and has three primary student learning objectives:

1. Describe the nature of labor relations in U.S. professional sports leagues.
2. Explain the competing interests in the collective bargaining process.
3. Act out a high stakes negotiation.

While the authors typically facilitate this activity during a single class session, it could be adjusted to span multiple class sessions or as an out-of-class project. First, the instructor must decide which professional sports league to use for the simulation. For instance, when the first author taught this simulation in September 2021, Major League Baseball was used, since its collective bargaining agreement (CBA) was scheduled to expire in December 2021. In 2022, an instructor might use the National Women's Soccer League, as the league's union and management expect to establish the league's first-ever CBA. The activity begins with a short instructor-led discussion on U.S. labor relations, including workplace conditions, unions, and collective bargaining. Next, the instructor reviews the league's current CBA and highlights the key issues for both labor (i.e., the players association) and management (i.e., the owners) in the league's next collective bargaining process. As a supplemental measure, the instructor can provide students a worksheet that outlines each side's desired outcomes for those key issues.

Students are split into groups of four, with two students representing labor and two students representing management. The instructor leads the groups through two timed rounds of negotiation sessions, during which students are tasked with negotiating and resolving each key issue highlighted earlier in the class. After the students complete their bargaining sessions, the instructor leads the whole class through a debrief. Student groups share the outcomes of their negotiation and their overall perceptions about the collective bargaining process. Teaching tools for facilitating this simulation, including slides and a teaching note, will be shared at the conference.

Facilitating Discussion in the Zoom Classroom

Rachel Madsen, Ithaca College

Teaching/Learning
TLF2

Learning
Friday, June 3, 2022, 2:10 PM - 3:10 PM

In response to the covid crisis, most university classes were moved online in the spring of 2020 and in many locations this continued for 2 additional semesters. While teaching synchronously online is inherently challenging, an additional layer of complexity was found in courses designed to be largely discussion. While many students lack the confidence to share ideas when they are in a physical classroom, the virtual classroom resulted in an even greater level of discomfort in regard to class participation.

This Teaching & Learning poster will describe a method utilized in an upper level Social Issues in Sport course where a large portion of the class is dependent on student discussion and debate. Silent Meetings have recently been discussed in the organizational literature as a way to solicit ideas from employees who are not often inclined to speak in a public forum. When organizations rely only on ideas shared from a vocal minority, they produce lower quality decisions (Rogelberg & Kreamer, 2019). The Silent Meeting was created to produce input from all participants rather than the consistent small group that typically feels comfortable speaking out.

The author will discuss how to use the Silent Meeting concept in the classroom to illicit ideas from all students, leading to more equal participation and an even greater exchange of ideas compared to the traditional classroom discussion that often relies on participation from only a small group of students. While this presentation will discuss the virtual classroom, this technique is also valuable on the traditional face-to-face classroom.

Rethinking Strategic Local Partnerships & Experiential Learning for Sport Management Students

Jillian Hall, East Carolina University

Stacy Warner, East Carolina University

Jacob Tingle, Trinity University

Teaching/Learning
TLF2

Experiential/Service
Friday, June 3, 2022, 2:10 PM - 3:10 PM

The strategy of using local partnerships within sport management can both encourage higher order thinking and student learning (e.g., Dees & Hall, 2012; Munoz & Huzer, 2008), while also creating mutually beneficial relationships for the sport organizations and university partner. Additionally, these course embedded projects can intentionally move students through Kolb's Experiential Learning Cycle (Kolb, 1984; Cohen & Nite, 2018). For example, students can fill important compulsory sport management tasks and duties for an organization while students simultaneously are learning, developing, and cultivating a professional network that is key for those hoping to enter the sport industry (Kornspan, 2013; Odio et al., 2014). Purposefully building relationships with partners such as university college athletic departments, campus recreation and wellness, professional sport franchises, and local sports commissions can be strategically implemented in the classroom and offer students opportunities to gain practical experience and develop new worldviews by reflecting on the experience with their peers and faculty (Sparvero et al., 2019). Thus, the purpose of this presentation is to outline strategies for sport management educators to develop local partnerships that are seamlessly integrated into the classroom.

In a post-pandemic learning context, integrating partnerships with sport organizations into the classroom is even more relevant and important than ever (e.g., Dixon et al., 2020; Warner & Martin, 2020). First, there are clear budgetary concerns (e.g., Soloman, 2020; Warner & Martin, 2020) and labor issues (Aicher & Newland, 2021; Sheptak & Menaker, 2020) that the COVID-19 pandemic revealed for many sport organizations and entities. From a higher education perspective, there is a clear need for students to feel connect to others and experience a sense of community (Fraley et al., 2020; National Institute of Mental Health, 2019). Because sport has been established as one avenue for fostering connection and community for athletes (Warner, 2016; Warner & Dixon, 2011, 2013) and fans (Fairley & Tyler, 2012; Katz et al., 2019; Warner et al., 2011), there is also an opportunity for sport management programs to find partners who can help create this for their students. Doing so, has the potential to enrich the student experience and their well-being (e.g., McClean et al., 2020; Warner et al., 2017). In addition to those benefits, these partnerships can enhance student learning and career readiness when faculty design the projects using the Kolb's Experiential Learning Cycle (Kosnik et al., 2013). Consequently, this teaching and learning fair presentation will highlight classroom strategies for developing mutually beneficial local partnerships.

Specific strategies that will be highlighted include interviewing industry experts (rather than inviting them as guest speakers); writing intern or volunteer job descriptions in collaboration with the organization; developing sport volunteer training sessions which are led by students; and creating peer-mentoring opportunities. Thus, the provided classroom strategies will be focused on providing new students' experiences (i.e., Concrete Experience), class time to reflect on those experiences (i.e., Reflective Observation), opportunities to discuss or write innovative ideas or a modification of the experience (i.e., Abstract Conceptualization), and then apply those ideas (i.e., Active Experimentation).

Sport Entrepreneurship Class Assignments: Teaching Knowledge and Skills for Sport Business Ownership

Robert Case, Old Dominion University

Teaching/Learning
TLF2

Other
Friday, June 3, 2022, 2:10 PM - 3:10 PM

The purpose of this 2022 NASSM Conference Teaching and Learning Fair abstract submission is to share and explain three assignments and learning activities that are part of a sport entrepreneurship course that is offered at Old Dominion University. In today's competitive job market, sport management students are exploring a number of alternative sport career options that are outside of the traditional college athletics and professional sport career paths. One such option is to create and own a sport business. The sport entrepreneurship class provides students with the necessary knowledge, skills, and tools to create, start, and build a sport small business.

The expanded "sport vignette" assignment provides students with an opportunity to research an existing sport business and to describe it in terms of the business idea development, type of business (brick and mortar, online, home based), type of sport product or service, ownership and leadership, history, location, competition, industry and market size, customer base, management team, organizational structure, legal structure, marketing plan and strategy, funding, financials, etc. The assignment is written and presented using Venmo format so that other classmates can see and hear online about this sport business. A second assignment used in the sport entrepreneurship class is to invite successful sport business owners via Zoom to talk to the class about their sport business creation experiences and to discuss how the idea was developed and what they view as the keys to success in owning a sport business. Students are required to write a short paper summarizing the key points of the sport entrepreneur's presentation. A third and major assignment in the class is the development of a sport business plan. Students work in teams to research and generate a sport small business idea and its feasibility. Then, develop the various parts of a business plan including the executive summary, business description and mission, industry analysis, market analysis, marketing plan and strategy, management team and business structure, operations plan, funding, and financial projections.

Students meet throughout the semester with their teams to work on the business plan and it is presented to the entire class at the end of the semester via a powerpoint presentation in a "Shark Tank" type format with local businessmen and entrepreneurs serving as the panel of judges. Samples and grading rubrics for the student vignettes, sport business owner presentation, and sport business plans will be provided.

From Mona Lisa to Stephen Curry: Using NFTs and blockchain to teach creative thinking skills in sport management classrooms

Wen-hao Winston Chou, University of Georgia
Jhih-yin Diane Lee, University of Georgia
James J. Zhang, University of Georgia ADVISOR

Teaching/Learning
TLF2

Teaching Pedagogy
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Non-fungible tokens (NFTs) are unique digital assets stored by using blockchain technology that offers a way to authenticate the exclusive ownership rights of digital files (Reader, 2021). Examples of NFTs are easily found in the fields of arts and sports, such as digital versions of Da Vinci's "Mona Lisa" or video clips of Stephen Curry's logo shot. NFTs have become much more popular, with total sales involving NFTs in arts and sports having rapidly grown over the past three years (Statista, 2021). Despite their increasing popularity, many sport management instructors and students remain unfamiliar with or confused by NFTs and the underlying technology (Young, 2021). Given their increasing significance, the authors suggest that NFTs and blockchain could be used to teach creative thinking skills in sport management courses.

The importance of creative thinking skills for individual's success has been widely recognized (Perry & Karpova, 2017). Today's business landscape is constantly shifting with the introduction of new technologies, and employers prefer to hire college graduates who are innovative and respond quickly to new developments (Hart Research Associates, 2013). This emphasis on creativity and creative thinking also applies to the sport industry, and sport management educators have integrated different thinking skills as a pedagogical tool into classrooms (Pierce et al., 2019).

NFT and blockchain, like other innovations, introduce new problems without existing solutions, requiring creativity to solve them (Ulger, 2016). From the perspective of pedagogy, creativity can be learned through cognitive development, wherein students gain related knowledge and capabilities (Hokanson, 2006). It can be further promoted in the educational setting by providing cultural context and social norms (Im et al., 2015). While this presentation is not designed to describe how to design a complete course for creative thinking or a blockchain curriculum, we provide four learning activities that can be leveraged to teach creative thinking skills in sport management classrooms by using NFT and blockchain as an inspiration. Students who participate in these four activities would develop their creativity by learning theoretical knowledge of creativity, breaking existing habits, practicing specific skills, and enhancing a belief that they can be creative.

The four proposed classroom activities are designed based on related theories and accompanied by different cases of NFT and blockchain. For example, in one activity, an instructor asks how familiar students are with the NBA Top Shot, a blockchain-based trading card system. According to their responses, students are assigned to roleplay as one of five adopters as their roles based on innovation diffusion theory (Rogers, 2003). These five adopter categories are innovators, early adopters, early majority, late majority, and laggards. Accordingly, students are then tasked with acting out their own adopted roles with the other students in the consequent role-playing game, with the definition and personality characteristic of each adopter category provided by the instructor. In addition, changes in students' creativity can be evaluated following these learning activities (Perry & Karpova, 2017). Three creativity assessments will be provided along with details of other activities in our presentation.

Gamifying and promoting active learning methodologies in sport management education: #Running4aDream educational innovation

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Teaching/Learning
TLF2

Teaching Pedagogy
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Introduction

Universities are increasingly seeking to create teaching-learning situations in which students play a protagonist role. The active learning methodology is one of the most widely used due to its learning potential. Furthermore, this methodology gives students control over the construction of their learning. The teacher thus monitors, guides and motivates the students to accompany them throughout this process to ensure that the students can benefit the most.

At the same time, gamification has emerged as an attractive educational methodology that can be introduced in university classes because of its ability to motivate students. This methodology incorporates elements or situations that occur in games into other contexts, such as the classroom, to attract attention and encourage and motivate students while increasing their class engagement. Although the academic literature includes several experiences of gamification experiences in universities, this methodology has yet to be explored in the case of sport management education.

Objective

This work shares the key elements of a gamification active learning experience through the educational innovation "#Running4aDream", providing sport management teachers with insights to gamify their classes.

Educational experience synthesis

"#Running4aDream" was carried out in the subject "Management and Organization of Sports Organizations and Events" in the third year of the Degree in Physical Activity and Sport Sciences at a Spanish university. Sixty-ninety students participated in #Running4aDream.

The gamification consisted of the creation of a competition where students formed teams of three or four members who had to work on the process of creating a fictitious bid for a major sporting event to be held in 2022 (men's soccer World Cup, women's soccer World Cup, Olympic Games, and a fifth Grand Slam in tennis). Then, each group of students competed against three other teams in each event category to be the bid winners.

The whole process culminated in an oral bid defense at the final gala of #Running4aDream. During the process, the students had to deliver parts of the final candidature dossier (e.g., communication and visual identity management, sports facilities and logistics management), supervised by "Mr. López Lewi", a fictitious character created by the teacher. He acted as a supervisor, guide and motivator of the students during the whole process. In addition, at the end of each partial delivery of the candidature, a Kahoot! was carried out in bid teams to consolidate theoretical aspects of the course syllabus. The Kahoot! winners obtained extra grade points.

Results and conclusions

Students were very enthusiastic about the innovation, being motivated to create and prepare the applications. In addition, the gamification created a positive working atmosphere that encouraged healthy competition among the students. As a result, the academic performance was high, with very elaborate candidatures that shone when presented at the final gala. Furthermore, a remarkable result was the increase in the number of students' counselling visits compared to the previous academic year.

Given the student satisfaction with #Running4aDream, it is recommended that sport management teachers incorporate gamification methodologies in sport management classes to increase student class engagement and motivation.

Informational Interview Assignment: Supporting Students' Professional Development

Claire M. Williams, Saint Mary's College of California
Addison M. Pond, Saint Mary's College of California

Teaching/Learning
TLF2

Professional Development
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Central to the education of future sports industry professionals are opportunities for professional development and career exploration (COSMA, 2016). Informational interviews are a well-established strategy through which to accomplish these goals. Students (in this case) speak with an industry professional in order to gain first-hand knowledge about a career, grow their professional network, gain access to a hidden job market, and practice their interviewing skills (Smith, 2013). Establishing the practice of informational interviewing early in a student's academic career can facilitate students' entry into the sports business industry and can facilitate the healthy, life-long process of career exploration. Specifically, since roughly 70-80% of jobs are obtained through networking (Belli, 2017), this assignment carries tremendous importance for students during the early stages of their academic careers. Particularly for students at a small school in the San Francisco Bay Area (ranked 6th out of 69 professional sports market sizes (Sports Media Watch, 2021), the requirement to complete an informational interview as part of an introductory sport management course provides a developmentally appropriate structure to learn about careers in a variety of sporting contexts (e.g., professional, NCAA Division I, recreational sports).

In this presentation, we provide a "how to" guide for faculty interested in effectively incorporating an informational interview into their course requirements. We provide an assignment description, learning outcomes, a paper outline, and a grading rubric. We also include suggested benchmarks to ensure successful student completion of the assignment, a resource to help teach students how to write a professional thank you note, a description of our partnership with our campus Career and Professional Development Services office and how they support students in the context of this assignment, as well as a sample exemplar assignment published in an undergraduate writing journal. Finally, we describe the process of shared inquiry as students compare and contrast their findings with one another during an in-class activity.

Digital Development & Technology in Sport: A Course Designed to Improve Digital Literacy amongst Undergraduate Sport Management Students

Nicholas Swim, University of Louisville
Regina Presley, University of Louisville
Erica Thompson, University of Louisville

Teaching/Learning
TLF2

Technology Integration
Friday, June 3, 2022, 2:10 PM - 3:10 PM

In today's technology driven society, it is vital for students to be well prepared in their digital competencies when entering the workforce. Digital literacy is the general descriptor defining technology competencies in academia and refers to knowledge development regarding information and communication technologies that are essential in the new digital age (Buckingham, 2010; Lankshear, 2008). More than ever, employers are seeking highly qualified students with high levels of digital literacy, especially in the sport management industry, where the workforce has been quick to evolve and engage with new digital media platforms (Pedersen et al., 2021). Historically, higher education has been slow in their response to new technology trends and lack a focus on digital literacy, thus, a commitment to engage students with information, training, and/or resources pertaining to digital platforms may be essential moving forward (NASE, 2019). Cannon and Potter (2019) suggest, "it is undeniable that the visual forms of media are the predominant mode of communication in the 21st century" (p. 26), demonstrating the need for digital literacy incorporation into academia curriculum to assist in the matriculation of students entering the workforce.

While the current college student has grown up in classrooms utilizing some form of digital technology, many students still lack the essential knowledge to understand and implement technological skills, potentially hindering their transition into the workforce (Nelson, 2011). For students, further development of their digital literacy may lessen these negative transitional experiences (Basumallick, 2019). Identifying the need for improved engagement regarding student's digital literacy, administrators and educators alike have begun to diversify curriculum to include specific digital media assignments and activities. In theory, students who engage with varying digital media assignments and platforms across their curriculum experience will lead to improved digital competencies and skills. However, more advanced digital platforms (e.g., Adobe Photoshop, In-Design, etc.) require significant learning curves to acquire adequate digital competencies (PFRE, 2021). This suggests, academia might need to provide further resources for students in their development of their digital literacy. One potential solution to improve digital literacy amongst sport management students would be to provide a semester long course solely focused on digital skill development.

At a large research University located in the Midwest, the sport management program has committed substantial resources to providing a 3-credit course focused on digital competency development, with the goal of improving the digital literacy of students. This course introduced students to multiple digital platforms (Microsoft and Adobe), with a focus on competencies associated with data management, data presentation, web presence, visual media, media publications, and video media. The students in this class were challenged to provide sport specific media outputs with an emphasis on uniqueness and creativity. To date, few programs across the country have made the shift to providing in-class instruction engaging in their student's digital literacy development. Thus, providing resources for faculty to bring similar courses to their campuses can further improve curriculum in sport management and provide a more well-rounded and prepared sport management student population entering the workforce.

**Predictably Rational or Unpredictably Emotional:
Investigating Fans' Response to March Madness TV Commercials**

Jiaying Wang, Florida State University

Tom Raffin, Florida State University

Chelsea Ale, Florida State University

James Du, Florida State University ADVISOR

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Poster

Marketing

Poster Presentation 2

Consumer Behavior

Friday, June 3, 2022, 2:10 PM - 3:10 PM

Prior integrative marketing literature has proposed two routes by which traditional commercials are designed to influence consumers - information-focused versus emotion-focused based on characteristics of digital content (Teichert et al., 2017). Ads with rational appeals are developed with goals to persuade and induce actions such as consumers' purchase intentions and word-of-mouth behaviors. These information-centric ads highlight factual descriptions about products (Kotler & Armstrong, 1994) or brand attributes (Albers-Miller & Stafford, 1999). By contrast, commercial contents featuring emotional appeals emphasize the "experiential side of consumption" (Albers-Miller & Stafford, 1999, p. 44). The emotion-focused contents can arouse and evoke either positive or negative sentiments (Kotler & Armstrong, 1994). While Aaker and Norris (1982) concluded TV commercials with high degrees of informativeness to be easier to recall and more effective, Young, Gillespie, and Otto (2019) suggested that emotional appeals used in visual advertising are more positively associated with consumers' purchase intentions. Studies that compare such differences in sport settings have remained scarce, especially when commercials are from non-team-related third parties. To fill these gaps, the goal of this study is to enhance our understanding of how ad-related characteristics (e.g., information-focused versus emotion-focused) impact sport fans' perceptions and drive purchase intentions while accounting for the heterogeneities in their psychological connections to sport teams. We investigate this research question using TV commercials played during March Madness. We propose an empirical model that is grounded both in prior work highlighting the executional elements of advertising and in the synergy between persuasion theory (Miller & Levine, 2019) and the Psychological Continuum Model (Funk & James, 2001).

Team identification is "the extent to which individuals perceive themselves as fans of the team, are involved with the team, are concerned with the team's performance, and view the team as a representation of themselves" (Branscombe & Wann, 1992, p. 1017). We hypothesize that when fans watch teams that they are not identified with (as opposed to identified with), they will likely react to commercials that use rational appeals (as opposed to emotional appeals) more positively, and subsequently, show higher purchase intentions. To test this hypothesis, we employ a 2 (rational or emotional appeal) x 2 (identified with the team or not) randomized between-subjects experiment. The dependent variables are the viewers' perception towards the ad and intention to consume the product measured on a 7-point Likert scale. The moderator team identification will be measured using the Sport Spectator Identification Scale-Revised on an 8-point Likert scale (James, Delia, & Wann, 2019). Regression analysis will be conducted using PROCESS in SPSS27. The current study contributes to the existing literature by understanding the perceptions and reactions fans may have derived from watching TV commercials played during live sports. Our findings could provide concrete marketing implications on how to design effective TV commercials played during live sport events to influence consumers' conative behaviors. Taking prior persuasion theory and the PCM into account, we will also shed light on how future studies can provide plausible explanations on why fans respond to different ad characteristics differently.

An Analysis of Soft Skill Development by Sport Management Students in Entrepreneurship Courses

Jacob Smith, Georgia State University

John Miller, University of Southern Mississippi ADVISOR

James Wilcox, University of Southern Mississippi ADVISOR

Poster

Teaching/Learning

Poster Presentation 2

Preparedness/Internships

Friday, June 3, 2022, 2:10 PM - 3:10 PM

Lawrence et al. (2020) suggested that enrolling in entrepreneurship classes can be beneficial to sport management students. Yet, it is rare that entrepreneurship classes are incorporated into sport management programs despite some commonalities such as teaching soft skills (Săvălcianu et al., 2021). Soft skills including communication, confidence, adaptability, and working in teams have been cited as important traits for students to possess as they enter into the professional sport industry (Miller et al., 2021). However, little research has been conducted illustrating which, if any, soft skills students may learn in entrepreneurship classes that can be applied to the professional industry (Săvălcianu et al., 2021). Thus, the purpose of this study was to determine what soft skills may be developed in entrepreneurship classes. The study took place at a mid-sized, NCAA Division I university in the southern United States. The authors used extant literature to develop a twelve-item, five-point Likert scale (1= strongly agree to 5= strongly disagree). Three demographic questions (gender, school classification, and ethnicity) were also asked on the questionnaire. Thirty-six out of 55 (65%) undergraduate students enrolled in three entrepreneurship classes responded to the questionnaire. Descriptive statistics such as means and standard deviations were used. Spearman's correlation analysis was employed to determine if any relationships existed at the .01 level.

Demographically, the results revealed that the majority of students (66%) were seniors. Additionally, most of the students (61%) identified as females. Finally, 69% identified as Caucasian (non-Hispanic) and 12% identified as African-American.

Concerning soft skill development, the students indicated that while they felt more confident in their major ($M=2.65$, $SD=1.28$), others felt better prepared for the professional industry due to enrollment in entrepreneurship classes ($M=2.33$, $SD=1.13$). Additionally, the respondents agreed that entrepreneurship classes improved teamwork skills ($M=2.59$, $SD=1.04$), and leadership skills ($M=2.56$, $SD=1.08$). Moreover, the respondents believed that creative thinking ($M=2.29$, $SD=1.04$) and problem-solving skills ($M=2.33$, $SD=1.01$) progressed after completing entrepreneurship classes. Finally, the respondents agreed that written skills ($M=2.83$, $SD=1.09$) and verbal skills ($M=2.34$, $SD=1.14$) were enhanced. A Pearson's r was conducted to determine relationships between gender, ethnicity, school classifications, and the number of entrepreneurship classes taken and soft skills. The findings showed significant relationships existed between males and improved teamwork ($r(34) = .56$, $p=.002$), and leadership ($r(34) = .75$, $p=.001$). Concerning ethnicity, significant relationships were found between African-American students and increasing their creative thinking ($r(34) = .63$, $p=.001$) and problem-solving skills ($r(34) = .59$, $p=.002$). The results also revealed significant relationships between seniors and improved leadership ability ($r(34) = .64$, $p=.001$) and confidence working in the professional industry ($r(34) = .58$, $p=.003$). Additionally, a significant relationship was indicated between juniors and confidence in their major ($r(34) = .59$, $p=.002$).

The results contribute to the role entrepreneurship classes may play in augmenting sport management students' soft skills. The primary objective of entrepreneurship education, which aligns with sport management education, is to promote creativity and innovation to prepare students for the professional industry. As such, sport management programs may consider incorporating entrepreneurship classes into the curriculum to continue to improve student soft skills.

Enhancing Fan Engagement with Blockchain Technology: A Conceptual Framework

Waleed Afandi, King AbdulAziz University

Poster
Marketing
Poster Presentation 2

Brand Community
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Aim of the Study

The concept of fan engagement in sports is a relatively new yet rapidly developing topic in sports management (e.g., Huetterman et al., 2019; Santos et al., 2019; Yoshida et al., 2014; Zadeh, 2021). The growing amount of attention is being devoted to digital forms of engagement, particularly because of disruption in the traditional “in-stadium” experiences due to the COVID-19 pandemic. However, such research has been almost exclusively focusing on social networks to enhance fan engagement (Santos et al., 2019; Vale & Fernandes, 2018). This study aims to expand the existing knowledge by focusing on how innovative blockchain applications can contribute to enhancing fan engagement by sports teams. Based on the available blockchain use cases in sports as well as theories of fan engagement, it proposes a conceptual framework for enhancing several components of sports fan engagement with blockchain technology by creating new types of values and attachments to the teams.

Literature Review

Blockchain technology, first introduced in the seminal paper by Nakamoto (2009), represents a distributed, decentralized digital ledger of information records. Immutability, transparency, and security of transactions and information exchange are the most apparent features of blockchain (Angelis & DaSilva, 2019). These features have prompted adoption of blockchain far beyond the initial cryptocurrency applications into such fields as education, healthcare, supply chain management, and others (Alazab et al., 2021; Bhaskar & Joshi, 2020; Hasselgren et al., 2020). The sports industry has only started to realize the blockchain potential, which can range from simple ticketing applications to big data management and security (Naraine, 2019). Specifically for fan engagement, blockchain may be beneficial with its capacity to develop new forms of fan identities, design new types of digital collectibles, confirm memorabilia authenticity, reward fan interactions, and tokenize teams and sports-related projects. Some of these blockchain applications have already been utilized by a number of elite European soccer clubs (Oliveros, 2020). However, a comprehensive framework of blockchain value proposition for fan engagement is lacking.

Conceptual Framework

The proposed framework takes a holistic view of fan engagement to identify the specific components of fan engagement that can be enhanced with blockchain. Drawing from fan engagement literature (Santos et al., 2019; Yoshida et al., 2014), the model looks into three forms of fan engagement: relationship with the team, relationship with the fan community, and fan co-creation. It is expected that the aforementioned blockchain-based applications will have impact on all these aspects of fan engagement. The impact, in turn, will be observable through transactional and non-transactional types of behaviors (Yoshida et al., 2014).

Expected Implications

The proposed conceptual framework is seen as an initial step to conceptualizing blockchain role in the fan engagement process. The framework can be used to analyze the impact of various blockchain applications on specific components of fan engagement. It can be utilized by sports teams seeking to enhance fan engagement and by researchers in sports management seeking to further explore the role of this particular technology in sports.

Examining Virtual Cycling Participation Amid COVID-19 Pandemic

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Hyun-Woo Lee, Texas A&M University ADVISOR

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Poster

Management

Poster Presentation 2

Organizational Change

Friday, June 3, 2022, 2:10 PM - 3:10 PM

Advocates of sport have long noted the positive benefits of sport participation for reducing symptoms of distress, improving physical well-being, and facilitating meaningful social experiences (Malm et al., 2019). However, exogenous shocks - such as COVID-19 - have disrupted regular sport opportunities and precipitated institutional change (Dacin et al., 2002; Juravich & Mills, 2017; Micelotta et al., 2017). Many have experienced a disconnection from their traditional physical activity outlets and associated social groups (Choi & Bum, 2020; Constandt et al., 2020; Hammami et al., 2020); business closures (Amankwah-Amoah et al., 2021; Constandt et al., 2020); and event cancellations (Constandt et al., 2020; Westmattmann et al., 2020). However, the need for physical activity still exists (Chen et al., 2020; Hammami et al., 2020; Sjøgaard et al., 2016).

As a response to exogenous shocks, people may still engage in sport experiences via virtual sport participation. We conceptualize virtual sport participation as the engagement in a variety of computer-mediated sport activities and can be considered a hybrid of traditional sport and eSport through shared attributes. Whereas vSport options are emergent within the sport and leisure industries, one area where vSport has gained popularity has been the sport cycling. More and more, recreational and professional cyclists are engaging in vSport competitions (Letour, 2020; Virtualracenz.com, n.d.; Zwift.com, 2020) and virtual training experiences (Lindsey, 2020; Westmattmann et al., 2020).

While the groundwork for vSport was established prior to COVID-19, the pandemic brought leading-edge vSport technology to the forefront. For example, the Union Cycliste Internationale (UCI) held the first-ever virtual world championship event (UCI.org, 2020; Zwift.com, 2020), and The Tour de France went virtual in July 2020 (Letour, 2020). However, we do not fully understand how vSport participation levels, when compared to traditional sport, have been impacted by exogenous shocks. Furthermore, there is a gap in our understanding of what drives traditional sport participants to engage in vSport. Considering a global pandemic, we find it essential to examine the role of technological innovation, specifically virtualization, on sport participation.

Thus, the purpose of this study was to examine the effects of an exogenous shock on virtual and traditional cycling participation. We offer insights into the past, present, and future participation intentions. Theoretically, we implement institutional theory and self-determination theory (SDT) to explain institutional change and the extrinsic motivation of physical condition. We conducted an online survey measuring motivation for physical condition, traditional participation levels, and virtual participation levels. Our findings suggested, for those motivated by physical condition, vSport participation increased, while traditional sport participation decreased during the pandemic. Furthermore, cyclists planned to return to traditional participation at levels prior to the pandemic and increase virtual participation. Our study contributes to existing institutional practice (Micelotta et al., 2017) and repair literature (Micelotta & Washington, 2013) by suggesting COVID-19 as an agent of disruption in a sport context. Specifically, we suggest that exogenous shocks that impact communal spaces may result in greater participation levels in virtual spaces. We offer empirical evidence suggesting vSport is a viable mode of sport and leisure activity.

The Bigger, The Better? Examining Relative Effect of School Size, Competitive Balance, and Fan Attendance in Texas Public High School Football

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Poster

Finance/Economics

Poster Presentation 2

Economics

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State high school athletic associations have long been tasked with governing interscholastic athletics by administering and enforcing rules to ensure competitive balance (Johnson, Giannoulakis, & Scott, 2017). The concept of competitive balance is, in the professional sport context, related to the uncertainty of outcome (Zimbalist, 2002) which can further be extended and exemplified through the effect on fan attendance and the analysis of league competitive balance and how it is impacted by rules and policies such as talent allocation and revenue sharing (Soebbing, 2008). However, interscholastic sport presents a different setting through which to consider competitive balance, as emphasis is placed on the production of equal social and educational development opportunities for athletes. What makes the whole thing nevertheless more complicated is that the increased participation in high school sports appears to create growing demand for commercialization and consumption (Reagan & Schwartzel, 2017). In this sense, the notion of competitive balance perhaps should represent a more integrated (and complex) arrangement of academic, athletic, and industrial interests for high school sport. With this in mind, we advance the competitive balance literature by analyzing what determines parity and whether it has an impact on fan attendance in the context of interscholastic football.

To do so, we focus on analyzing competitive balance in an empirical setting of Texas high school football (Class 2A through Class 6A) which is specifically known for high attendance (e.g. the Class 6A Division I state championship game attracted 47,818 fans) for a five year time period (2016-2020). In interscholastic football, competitive balance is determined through a combination of policies that work to create fair and equal opportunities to compete against teams with similar characteristics (Blackburn, Forsyth, Olson, & Whitehead, 2013). The creation of enrollment-based classification systems allows for schools to compete with schools of a relatively similar size (Johnson et al., 2017). Additionally, transfer and recruiting rules provide an additional layer of protection from schools being able to horde talent on their rosters. As such, we also consider the effect of school enrollment on competitive balance.

In order to measure competitive balance, we utilize Humphreys' (2002) competitive balance ratio (CBR) which includes a measure of within-conference variation (calculated from the standard deviation of win percentage of schools within certain classifications) and a corresponding state-wide measure as the mean of the within-conference variation for the schools that compose the conference divisions. From this, we then utilize multiple regression analysis to examine whether competitive balance impacts game attendance.

This study is still ongoing; however it is expected that our findings will provide important theoretical and empirical implications in regards to the understanding of competitive balance in an amateur sport setting. Moreover, the findings from our empirical models will also contribute to the literature by considering whether competitive balance impacts attendance at interscholastic events. As such, these findings can inform interscholastic administrative organizations about how their efforts to create competitive balance may impact their constituents.

The Case of Trinidad & Tobago Sport Facility Governance

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Poster

Governance/Policy

Poster Presentation 2

Governance

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Facilities management involves various management/leadership functions such as planning, design, spatial oversight, marketing, and operations management (Teicholz and Noferi, 2002) to name a few. One crucial element within this arena has to do with governance. Governance according to Lam (2014) requires adherence to rules, communication, attention to policies and procedures, transparency, and good decision-making.

Trinidad & Tobago's three (3) new mega sports facilities, located in the towns of Couva and Tacarigua; an Aquatic Centre, a Velodrome, and Tennis Centre, were all constructed at a cost of 1 billion dollars in Trinidad and Tobago's currency (TT), approximately \$145 million US. The foci of this case concentrate on how these facilities are governed and the key issues and challenges posed by their addition, current issues among stakeholders and their use of the facilities, and possible choices for the governance arrangements of these facilities.

This case study is supported by analytic induction (Becker, 1963; Denzin, 1978, McCall & Simmons, 1969; Robinson, 1951; Turner, 1953) and analysed interviews with various stakeholders. This analysis presented a review of four (4) governance arrangements i.e., (i) single national sports association governance, (ii) contract management, (iii) lease agreement and (iv) community-based sports facility management.

Notably, all sports facilities are governed by the government of Trinidad & Tobago, through the Ministry of Sport and Community Development. The country's present sports infrastructure includes six (6) stadia, seven (7) multipurpose indoor facilities and six (6) community swimming pools. With the addition of the three mega facilities, a review of governance options would provide the government of Trinidad & Tobago with information to consider other governance structures.

Institutionalization of Professional Sport Team Nonprofit Organization in Major League Baseball (MLB)

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Poster

Management

Poster Presentation 2

Organizational Change

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Institutionalization is “a core process in the creation and perpetuation of enduring social groups” (Tolbert & Zucker, 1999, p. 180), and the institutionalization process consists of habitualization, objectification, and sedimentation. Habitualization is the pre-institutionalization stage; it involves the creation of a new structural arrangement and the formalization of policies and procedures due to organizational innovation and change. The second process, objectification, occurs when organizations start to adopt the new structure based on the consensus among organizational decision-makers. Finally, sedimentation indicates the full institutionalization of a new structure, and at this stage, adopters perpetuate the new structure over a long period. In sport, the heightened attention to corporate social responsibility (CSR) in both academia and practice led to the increased involvement of professional sport teams (PSTs) in CSR initiatives. The New York Yankees first established its foundation in 1973 (McGowan & Mahon, 2009), suggesting the initiation of the habitualization process in the professional sport industry. Since the inauguration of the New York Yankees Foundation, most PSTs followed the suit. Kim and Yoon (2019) found that more than 100 PSTs have established affiliated or independent nonprofit organizations (NPOs), and their nonprofit programs mostly fall under six categories (Walker et al., 2010), implying that such practices have become highly institutionalized.

Institutional theory has been widely used as a theoretical foundation in the sport management literature, and recent attention has been paid to embedded agency, particularly “how interested actors work to influence the institutions within which they are situated” (Nite & Edwards, 2021, p. 2). Such interested actors, or could be institutional entrepreneurs who work to maintain, disrupt, or even tear down the institutions, play a key role in institutional change (Nite & Edwards, 2021). While the establishment of NPOs to carry out CSR initiatives has been institutionalized by PSTs, such institutionalized practices can change over time. Specifically, each PST’s CSR initiative can change because of emerging social issues, new rules and regulations, or even the inefficiency of nonprofit operations. Accordingly, the purpose of this research is to explore the institutionalization of PST NPOs and their programs, particularly focusing on factors that have influenced changes in nonprofit programs and identifying interested actors who led the change and the consequences of their actions.

Institutional literature in sport management is predominantly qualitative and limited to only a few research contexts (Washington & Patterson, 2011). Considering this limitation, this study will employ longitudinal content analysis via the grounded theory approach, using Form 990s of MLB PST NPOs from 1997 to 2020 and other qualitative data (e.g., news, newsletters, and websites). Nonprofit financial performance metrics (i.e., quantitative data) will also be analyzed to explore institutionalization and institutional change in PST NPO charity programs and investigate whether nonprofit effectiveness is an influential factor in institutional change and the actions of PST NPOs.

The results of this study will highlight the importance of institutional factors that contribute to institutional change in PST NPOs. Therefore, this study will provide valuable insights to nonprofit managers in developing effective nonprofit programs and suggest future directions.

Exploring Human Resource Practices in NCAA Division I College Athletic Departments

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Management
Poster Presentation 2

Human Resource Management
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Introduction

Over 1100 educational institutions in the U.S. make up the college athletic realm (Tayler et al., 2021). The National Collegiate Athletic Association (NCAA) Division I is composed of three subdivisions, including Football Bowl Subdivision (FBS), Football Championship Subdivision (FCS), and other Division I schools that do not have football (e.g., Barr, 2015; Staurowsky & Abney, 2014). Moreover, college athletic departments can employ over 100 employees for diverse jobs (Taylor et al., 2021). While there has been robust research on the management of college sport (Taylor et al., 2021), surprisingly little research has examined human resource (HR) practices. Thus, the purpose of this study is to explore HR practices in Division I college athletic departments and to ascertain how these practices may differ by subdivisions.

Theoretical Framework

The framework for this study is Ability-Motivation-Opportunity (AMO) theory (Appelbaum et al., 2000). AMO theory assumes that the extent of employees' performance depends on three elements - ability, motivation, and opportunity - and these elements can be enhanced through diverse HR practices (Appelbaum et al., 2000). AMO theory typically has been coupled with high-performance work practices (HPWPs) (e.g., Vermeeren, 2017). Scholars suggest that HPWPs is a set of interconnected HR practices related to employees and employment management and includes diverse HR practices from recruitment to autonomy (Boselie, 2010). Previous research measured perceived intensity of implemented HR practices with HPWPs, and through AMO theory showed that ability-enhancing HR practices (e.g., training) were perceived as more important than motivation-enhancing or opportunity-enhancing HR practices by employers and employees (Kroon et al., 2013).

Research Questions

- RQ 1: Which HR practices are prioritized and utilized by Division I athletic departments in the management of employees?
- RQ 2: What are the differences/similarities of athletic department HR practices between Division I subdivisions?

Method

This study will focus on 352 NCAA Division I schools (NCAA, 2021). We will collect five senior/middle level employees' (e.g., athletic director, senior associate athletic directors, HR director) email addresses from each institution's athletic department website and distribute an online survey link to them. The nature of HR practices in athletic departments will be measured using a 41-item instrument developed by (Vermeeren, 2014, 2017). The instrument measures six HR practices using a 5-point Likert scale. Moreover, these six HR practices are composed of three bundles of HR practices based on the components of AMO theory. In addition to descriptive statistics, analysis of variance will be conducted to compare differences in HR practices by subdivision.

Expected Findings

We expect to identify the perceived priority and extent of HR practices in college athletic departments through managers' perspectives. Specifically, given previous research (Kroon et al., 2013), ability-enhancing HR practices will likely be a significant priority more than other HR practices. Moreover, since FBS schools usually have more employees and departments than FCS schools or other Division I schools (Wong, 2013), the entire extent of implemented HR practices might be higher in FBS than other schools. Theoretically, this study will advance the understanding of HR practices in sport organizations, especially in college sport.

Demand of Stadium and Media Sport Fan: Daily Ticket Purchaser, Season Ticket Holder, and TV/Online audience

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Finance/Economics
Poster Presentation 2

Economics
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Previous literature on sports fan demand uses attendance data which aggregated information without segmenting spectators by their purchasing options. Thus, the need for separating season ticket holders and daily ticket purchasers is often called upon in literature (Forrest, Simmons, & Buraimo, 2005; Schreyer & Ansari, 2021). Recent demand studies on this topic extended the discussion of fan behavior through TV viewership from traditional TV service (Buraimo & Simmons, 2009; Cox, 2018), while there is an increasing number of fans who tend to watch the game via various mobile devices due to the emergence of OTT (over the top) service. While season ticket holders and daily ticket purchasers may have different preferences (Dobson & Goddard, 2011), and the distinction between traditional TV viewers and OTT service users is reported in several literature (Baccarne, Evens, & Schuurman, 2013), understanding different preference on a live sport game between diverse group has been limited.

In this context, the current study examines the heterogeneity of traditional determinants of sport demand depending on attendance type and different media. Specifically, Rottenberg's (1956) Outcome Uncertainty Hypothesis (UOH) predicted that games with greater uncertainty would draw greater fan interest. On the other hand, Coates, Humphreys, and Zhou (2014) argue that fans prefer certain game outcomes by applying the model of reference-dependent preference with a loss-averse agent. The main research question of the current study is to investigate whether attendance type and different media affect fans' preference on the uncertainty of game outcome. Data used in this study is the 2018 and 2019 regular seasons of the division 1 South Korean professional soccer league. Based on the general demand theory applied in demand for sport literature, the following preliminary empirical model was derived.

$$\ln(y)_{ijt} = \alpha_0 + \alpha_1 EXW_{ijt} + \alpha_2 EXW^2_{ijt} + \alpha_3 Champs_{it} + \alpha_4 Rele_{it} + \alpha_5 Distance_{ijt} + \alpha_6 Weekend_{ijt} + \alpha_7 EveningGame_{ijt} + \alpha^a_i + \alpha^b_j + \alpha^c_t + \alpha^d_{ijt}$$
 where y represents general admissions, season ticket holders' admissions, traditional TV viewership, and viewership from OTT service. $Champs_{it}$ and $Rele_{it}$ are dummy variables that indicate the Asian Champions League zone or the relegation zone. We also include the distance between competing teams and indicators of games held on Saturdays and Sundays, and games held after 18:00. α^a_i and α^b_j are the home team and away team fixed effects, α^c_t indicates round fixed effects, and α^d_{ijt} is a heteroscedastic unobservable error term.

The explanatory variables of interest, EXW_{ijt} and EXW^2_{ijt} represent the expected win points to describe fans' expectations for winning before attending a game. We derived EXW_{ijt} following Besters, van Ours and van Tuijl (2019). If more (less) fans attend or watch a game with uncertain outcomes, the estimated coefficient on the expected win point square would be negative (positive).

The preliminary results report that attendance from daily ticket purchasers prefer uncertain game outcomes while season ticket holders do not change their attending decision towards the expected win point. We expect different behaviors between the attendance group and media group to demonstrate additional heterogeneity in preference. The contribution of this work is to extend our understanding of diverse sport fans by their spectating options as well as emphasizing the need for disaggregated demand estimation.

AI Acceptance of Sports Consumers

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Poster

Marketing

Poster Presentation 2

Consumer Behavior

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Artificial intelligence (AI) technology has become prevalent among companies to offer quality solutions to satisfy consumer needs and wants, and sport industry is not an exception. This technological advance has been known to boost consumer convenience and efficiency of their behaviors. Especially, consumers experience AI-based services through two different typical types of AI: machine-like AI (MLAI) and human-like AI (HLAI) (Tung & Au, 2018). However, not all consumers are accommodating and some consumers are hesitant to accept AI-based services. Regarding this resistance, there may be various reasons such as unfamiliarity towards AI, unsatisfied emotional needs, privacy concerns, and many other reasons (Mehta et al., 2018). For this research, we consider the interaction between AI types (MLAI vs. HLAI; a context-specific factor) and consumer values sought (functional vs. emotional; a consumer-specific factor), and its potential outcomes (functional/affective-inferences as mediators; intention to use as an outcome; consumer affinity with AI as a moderator between inferences and use intent).

Consumer responses toward AI might vary depending on each consumer's consumption values sought. The literature has suggested two different consumption values (functional: FV vs. emotional value: EV; Sheth et al., 1991), and we posit that such values may interact with AI types determining subsequent consumer responses such as consumer affinity and intention to use (INT_USE) the AI services. It can be assumed that MLAI would be more appropriate when consumers seek FV while HLAI better works with EV. Thus, we posit that the combinations between AI types and consumption values such as MLAI with functional value and HLAI with emotional value will positively influence INT_USE by being mediated by functional-inference and affective-inference respectively. Moreover, the impacts of each inference on INT_USE are expected to be moderated by consumer affinity with AI service. Thus, we propose as below:

- H1. The combination between MLAI and FV (HLAI and EV) will have positive impacts on functional (affective) inference and INT_USE.
- H2. Functional and affective inferences will have positive impacts on INT_USE.
- H3. Consumer affinity with AI service will moderate the relationship between the inferences and INT_USE.

A 2 (AI-types: machine-like vs. human-like) by 2 (consumer value sought: functional vs. emotional) between-subjects experiment will be conducted (targeted n = 240) via an online survey. After a random assignment, participants will read a scenario depicting a situation where they are pursuing either functional or emotional value and then will rate consumption values by completing consumer value scales (Sweeney & Soutar, 2001). Then, they will read a fictitious scenario about either MLAI or HLAI that they can use. Finally, the participants will complete a questionnaire including manipulation checking items for anthropomorphism (Pillai & Sivathanu, 2020), affinity (Neubaum et al., 2014), inference (Nijssen et al., 2016), and INT_USE (Abbasi et al., 2012). Manipulation check and hypothesis testing will be conducted by running a series of t-tests, reliability tests, MANCOVA, and PROCESS macro (Model 1, 4, and 14). This study will provide a theory-based explanation of consumer responses to AI services based on their types and sought consumption values.

Sport Meets Sustainable Development: A Systems Thinking Perspective

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Poster

Governance/Policy

Poster Presentation 2

Policy

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The United Nations (UN) Agenda 2030 (UN, 2015) provided a basis for sport's position in the policy discourse of sustainable development, labeling sport as an enabler of sustainable development. The Agenda 2030 highlighted the integrative approach as the only way forward towards sustainability and highlighted the interdependence of 17 Sustainable Development Goals. Yet, no attempts have systematically mapped the factors that contribute to or hinder sustainable development from a systems perspective that would illuminate the sport system in sustainable development. Indeed, the SDG Agenda can only reach its full potential with "mutually reinforcing actions" and "minimising the trade-offs", that is, an integrative approach (Nilsson et al., 2016, p. 320). The present study aimed to utilize the systems thinking lens to answer the following guiding research question: How and when does sport contribute to, or hinder, sustainable development?

Systems thinking has been proposed as a robust methodology for understanding the complexity inherent in the notion of sustainable development (Bagheri & Hjorth, 2007). This study considered opinions from experts in governing international sport organizations to create the systems map, a standard system thinking representation of causal relationships expressed in mental maps of participating experts (Serman, 2000). Expert interviews have been regarded as one of the main qualitative data gathering techniques for system modelling (Luna-Reyes & Andersen, 2003). We employed a grounded theory approach to analyze the semi-structured systematizing expert interviews (Bogner & Menz, 2009). Twenty-nine experts engaged with 27 various international sport organizations participated in the study. We analyzed the purposive text data for systems model building as proposed by Eker and Zimmermann (2016).

The systems map contains 62 variables, including nine themes and 53 categories connected with 115 causal links. The themes 'environmental damage', 'social inclusion', 'economic growth', and 'health and well-being' represent the outcomes of sport, while the themes 'visibility', 'safety', 'communication means', 'educational tool', and 'governance and integrity' can be considered as mechanisms for sport's interaction with sustainable development. The map demarcates the sport system in the sustainable development context, providing relevant factors and their relationships. The high number of variables and causal links from the semi-structured interviews indicate the intricate and interconnected complexion of sport's contribution to sustainable development. Knowledge about the interrelationships of the key variables at play (considering both positive and negative determinants to sustainable development) can help researchers and practitioners make sense of the complexity. As the perspectives taken to form the systems map were accounting for more global and general than specific and local perspectives, it can serve as a starting point towards more focused and context-specific explorations, both in research and in practice. To leverage the integrative approach, the systems map can serve as a tool for formulating, testing, and implementing various policy options directed towards increasing sustainability for various sport organizations. Its implications can aid the policy integration needed for sustainable development and improve the interaction between sport and other sectors on governmental, non-governmental and private levels (Kemp et al., 2005).

The Stock Market Response to Dual Mega-Event Announcements: A Case Study of Brazil

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Poster

Finance/Economics

Poster Presentation 2

Finance

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Mega-events draw hundreds of millions of dollars in broadcast and sponsorship revenue to the host organization, but the impact on the host country in a variety of economic and social areas is less certain (Leeds, Mirikitani, & Tang, 2009). Brazil's unique situation as a back-to-back mega-event host country for the 2014 FIFA World Cup and 2016 Summer Olympic Games was discussed as a way to demonstrate Brazil as a political and economic world power (Tomlinson, Bass, & Bassett, 2011). To effectively host these mega-events, Brazil had to invest heavily in infrastructure, which was pitched as a means of enhancing economic development (Maharaj, 2015). If part of the rationale for mega-event hosting is for economic gain, then a positive response to the announcement on the country's stock market would be expected (Martins & Serra, 2011). This dual hosting provides an opportunity to examine the impact of multiple host country announcements on a single country's stock market.

While touted as a mechanism to create jobs, mega-events often result in a short-term increase of part-time jobs, rather than sustained employment. Anticipated tourism increases also sometimes fail to materialize, as concerns of crime, crowding and high prices can dissuade would-be travelers from visiting (McBride, 2018). Additionally, there is the potential debt that taxpayers incur as a direct result of the infrastructure and facility developments and their ongoing maintenance (Mitrofanova et. al, 2015). Prior to hosting, however, the allure of a mega-event may be viewed by the marketplace as being a positive event. If investors view the potential hosting as a signal of future economic growth, they may invest in the businesses and industries that they think are likely to benefit. Collectively, these investment decisions may indicate an expectation of future returns for the countries and businesses that are involved with the mega-event. Previous research has been mixed, with some countries showing an initial positive reaction (Leeds, et. al., 2009; Veraros, et. al., 2004) and others demonstrating no reaction (Berman, et. al., 2000).

To examine the impact mega-event hosting had on the host country of Brazil, an event study methodology was employed. The rate of return for Brazil's stock market (BOVESPA) was collected from Yahoo Finance! for the 250 days prior to the 2014 FIFA World Cup announcement made on October 30, 2007 and the 2016 IOC announcement made on October 2, 2009, respectively. The returns were benchmarked against its neighboring country, Argentina's Merval index, in accordance with prior research indicating that the utilization of a neighboring country may be a more appropriate use than a broader index (Gerlach, 2011).

Using the daily rate of return, no effect for either of the mega-event announcements was identified. However, for both mega-event announcements there existed a cumulative abnormal loss that differs from zero. With the finding of a negative return over time, it may be that investors are pessimistic about the long-term outlook of these mega-events and their ability to generate a positive economic return to Brazil. These results add to the literature regarding the economic benefit of mega-event hosting.

Experiential Learning in Sport Management: Community Partner Perspectives

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Poster
Teaching/Learning
Poster Presentation 2

Experiential/Service
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Experiential learning can be considered a ‘situated pedagogy’ within the sport management field, where learning is situated in real-world contexts through multifaceted community collaborations and connections with industry professionals (Knee & Means, 2018). Students learn through these field-based experiences, with their learning enhanced through deep, iterative reflection that is guided and supported by faculty, peers, community partners, and others (Kolb, 1984; Felicia, 2011). The sport management field has embraced the potential for experiential learning to transform the classroom, with a growing body of scholarship exploring student experiences and outcomes from experiential learning activities (e.g., Bruening et al., 2015; Bush et al., 2016; Cohen & Nite, 2019). However, this scholarship tends to overlook the experiences and outcomes of the community partners who are critical for experiential learning. This is concerning, as service-learning is designed to not only maximize student learning, but also address the needs of the community (Bringle & Hatcher, 1996). This knowledge gap limits the ability of sport management faculty to enhance the experiences and outcomes for all involved in experiential learning activities, not just the students.

This study aims to explore the experiences of the community partner through the following questions:

1. What were the experiences of community partners in these experiential learning courses?
2. What were the outcomes for community partners in these experiential learning courses?
3. What could be improved to enhance the community partners’ experiences and outcomes in experiential learning courses in the future?

This research is being conducted with community partners in two sport-based experiential learning courses taking place in fall 2021. The courses were chosen as they each provide unique context for understanding community partner experiences due to the organizational capacity, for- and not-for-profit status of the community partners, and service design differences.

At the conclusion of the experiential learning course, semi-structured interviews will be conducted with community partners involved in the design and implementation of the service (Course A, n=8; Course B, n=6). The interviews will explore the positive and negative experiences of community partners throughout the experiential learning activities, the outcomes that resulted from this collaboration, and recommendations for how to improve these partnerships for the community partner. Interviews will be transcribed verbatim and two researchers familiar with the service experiences will use a phenomenological approach to analyze the data (Creswell, 2007). Additionally, faculty observations and student feedback are being gathered to provide context for community partner experiences. Results are expected to address the benefits and drawbacks to experiential learning experiences for the stakeholders, the community partner capacity opportunities and limitations in relation to the experiential learning experience, and the community partner needs from faculty, students, and universities in experiential learning projects.

Community partners are an essential link in the experiential learning domain. Understanding their experiences and needs will allow sport management faculty to create experiential learning activities that benefit all stakeholders. As previous research concerning the community partner experience is scarce, exploring their experiences will provide a foundation for exploring relationships and learning opportunities between stakeholders in experiential learning projects.

Organizational politics and leader political skill: An examination of perceptions in collegiate sport organizations

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Poster
Management
Poster Presentation 2

Organizational Behavior
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Sport organizations are political arenas that remain full of competition on several levels, thus demanding that employees require some necessary skills and environmental understanding in order to survive and flourish from within (Magnusen & Todd, 2016). As a larger academic focus develops on the processes that continue to change and enhance sport organizations, as well as their overall designs and managerial strategies (Kleiber, 2020), a constant feature of such efforts is the influence of organizational politics (Magnusen & Todd, 2016). Furthermore, scholars (e.g., Cacciattolo, 2015; Landells & Albrecht, 2017) have called for the need to develop a more balanced understanding of organizational politics. As such, this study advances the understanding of how employees perceive organizational politics in a contemporary sport organization environment and to identify whether organizational politics is described in either positive, negative, or neutral terms. Additionally, this study utilizes the framework of organizational behavior in sport to explore how political skill influences the views and behaviors of subordinate sport employees.

Organizational politics, defined as the “actions by individuals that are directed toward the goal of furthering their own self-interests without regard for the well-being of others within the organization” (Kacmar & Baron, 1999, p. 4), have emerged to be a constant element of organization life. Organizational politics is centered on influence, the individuals who partake in influencing, and the manner in which the influencing is implemented (Ferris et al., 2019). Organizational members who have the capabilities to influence others in order to accomplish a desired objective are said to possess political skill (Ferris et al., 2019). Political skill offers an individual the ability to understand others and use that knowledge to effectively influence situations (Kacmar et al., 2013). Individuals higher in political skill will achieve more positive imageries from others when managing organizational behaviors in comparison to their less politically-skilled counterparts (Harris et al., 2007).

A total of 18 full-time collegiate sport employees were interviewed about their experiences with organizational politics and the influence of political skill on their workplace behaviors. The findings of the study include descriptions of how participants perceived organizational politics principles to better understand the balance (i.e., negative, positive, neutral) of the presence of organizational politics in sport organizations. Two advancements are brought forth: (a) the genuine perception of organizational politics within the sport workplace and (b) the significance of political skill in influencing behaviors amongst sport employees. Additionally, when organizational politics are perceived as positive, sport leaders who employ politically skilled behaviors are apt to stimulate a competitive advantage for their sport organization through enhanced employee performance.

This study symbolizes an initial application of determining how the activity of organizational politics are perceived in sport. Further, this study adds to the growing literature concerning the political skill paradigm as a managerial component of sport and emphasizes that sport leaders who utilize political skill are able to promote positive relationships and employee performance. The findings of this study can also be used to provide an improved workplace experience for sport employees.

Athletes as gamers: Athlete personal branding on Twitch

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Poster

Marketing

Poster Presentation 2

Branding

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New media differs from traditional media because it is delivered digitally with virtual human interaction (Kaplan & Haenlein, 2010; Livingstone, 1999). Such digital features have empowered athletes to strategically build personal brands via new media (Pegoraro, 2013; Sharifzadeh et al., 2021). Fueled by esports growth, Twitch has emerged as a unique branding tool for athletes like professional basketball player Devin Booker to exhibit esports talents (Stratton, 2020). Twitch is a livestreaming platform that allows individuals to create personal channels to broadcast gaming content synchronously (Taylor, 2018; Qian, 2021). Despite Twitch's popularity, there remains limited research on how athletes use Twitch to build personal brands. Therefore, the purpose of this study was to describe athlete personal branding behaviors on Twitch.

Personal branding is a self-marketing process to create a positive brand, including key components as brand identity, and brand positioning, and brand image (Gorbatov et al., 2018; Khedher, 2015; Labrecque et al., 2011). Athletes often utilize new media for personal branding, because online profiles create differentiation when sports-related characteristics are similar (Doyle et al., 2020; Green, 2016; Sharifzadeh et al., 2021). Burgeoning literature has focused on athlete self-presentation via social media (Geurin & Burch, 2015; Li et al., 2021). However, limited research has examined athlete personal branding behaviors, especially on new media like Twitch. Accordingly, we developed the following research question:

RQ: What are the personal branding behaviors of athletes on Twitch?

We conducted a netnography to examine Twitch channels of 15 professional athletes, using field observations: (two-week) livestreaming as a participant, and (18-month) archived videos as an audience (Centeno & Wang, 2017; Kozinets, 2019). A reflective journal was used to keep field notes during three-level observations (Angrosino, 2007). We adopted Fetterman's (2019) triangulation method and Kozinets' (2019) five analytic operations to identify patterns from field notes and video scripts. Following the personal branding model (Gorbatov et al., 2018), we generated four initial codes: identity, positioning, image, and relationship. Two coders participated in the coding process, where internal and external cross-checks were performed to ensure coding validity (Guest et al., 2012).

Our results suggested athletes used Twitch for personal branding. Gaming specific content and real-time interactions were unique features of Twitch, which allowed athletes to brand themselves as both sports experts and esports super fans. The various personal branding behaviors athletes exhibited on Twitch supported the personal branding model (Gorbatov et al., 2018). In addition, athletes performed certain behaviors to foster positive fan relationships, which were beneficial for retired athletes like Hunter Pence to maintain existing fandom.

Findings from this study contribute to the athlete personal branding and new media literature by applying the personal branding model (Gorbatov et al., 2018) to explain athlete Twitch behaviors. The current investigation also provides empirical strategies to manage athlete brands on Twitch and explains esports' role in athlete personal branding. Future research should explore the personal branding behaviors of female athletes (e.g., Paige) and retired athletes, as well as how athlete self-presentation on Twitch contributes to the personal branding process.

Athlete self-presentation on Twitch: Redefining frontstage and backstage performances

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Poster

Marketing

Poster Presentation 2

Branding

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Self-presentation on new media has empowered athletes to independently build their brands, which previously were shaped largely by public media (Kristiansen & Hanstad, 2012; Pegoraro, 2013). Self-presentation is a process in which an individual acts as a “performer” on a “stage”, presenting different activities to the audience, in order to foster positive impressions (Goffman, 1959). Athletes rely on self-presentation through new media to tell personal stories and build differentiated impressions (Geurin, 2015; Lebel & Danylchuk, 2012; Sharifzadeh et al., 2021). Recently, the livestreaming platform Twitch has advanced as a new medium for athlete self-presentation (Stratton, 2020). Twitch allows individuals to create personalized channels to live broadcast distinctive content (Taylor, 2018; Qian, 2021). Athletes like JuJu Smith-Schuster rely on Twitch to exhibit gaming talents (Rand, 2019). Despite the popularity of Twitch among some athletes, limited research has examined the unique form of self-presentation through the medium. Therefore, the purpose of this study was to explore athlete self-presentation on Twitch.

According to self-presentation theory (Goffman, 1959), individuals present distinctive performances when they are at the “frontstage” (i.e., in presence of audiences) and “backstage” (i.e., without other individuals). Extant literature has examined athlete frontstage and backstage performances using self-presentation theory (Doyle et al., 2020; Lebel & Danylchuk, 2012, 2014; Li et al., 2021; Sharifzadeh et al., 2021). However, previous athlete self-presentation studies only examined new media like Twitter and Instagram, with a focus on textual and visual forms of athlete self-presentation (Li et al., 2021). Very limited research has investigated athlete self-presentation on video-based new media (e.g., Twitch), and how this new form of athlete self-presentation may alter the frontstage and backstage performances. Accordingly, we developed the following research question:

RQ: What type of self-presentation did athletes share on Twitch?

Data mining, via Python 3.8, was conducted to collect video information from Twitch channels of 15 professional athletes. Videos were downloaded using TwitchDownloader, and transcribed through Trint. We then cleaned the auto-transcribed scripts. Following Flick’s (2013) analysis and coding steps, a content analysis via NVivo was performed to identify athlete self-presentation through Twitch videos. Initial codes were developed by adopting backstage and frontstage frames from Lebel and Danylchuk (2012) with modifications. To ensure coding validity, two coders participated in the coding process and performed internal and external cross-checks (Guest et al., 2012).

Our results suggest athletes share various types of self-presentation via Twitch. The gaming-specific content on Twitch allows athletes to share new types of self-presentation (e.g., lifestyle influencer, esports expert). The real-time interactions on the livestreaming platform make athlete self-presentation unique: some backstage performances (e.g., fan aficionado (interaction)) on social media become frontstage on Twitch.

Findings from this study contribute to the theoretical development of self-presentation theory (Goffman, 1959) in the digital context where frontstage and backstage performances may shift. This investigation also provides empirical suggestions, such as what type of self-presentation content can be utilized for athlete personal branding on livestreaming platforms. Future research should explore fan impressions towards athlete self-presentation on Twitch, especially using quantitative research methods.

Functionalist and Conflict Theory comparative analysis of the NCAA and the status quo related to GSR of black student-athletes

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Poster

Socio-Cultural

Poster Presentation 2

Diversity

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In 2002, the NCAA developed the Graduation Success Rate (GSR) as a method to measure the graduation success of students at NCAA member institutions as well as account for student-athletes who transfer into their school (NCAA). In those annual GSR reports, the NCAA frames their efforts as successful in increasing graduation rates (Hosick, 2019). However, while the GSRs of student-athletes have increased over the years, there has been an underlying problem in the data. The data shows that GSR rates for black student-athletes have increased from 56% to 80% percent since 2002, while white student-athletes GSR rates have increased from 81% to 93% since 2002 (NCAA, 2019). This was a trend for both the FBS and the FCS level for black student-athletes where the GSR method is used to measure the graduation success of student-athletes.

Two competing macro theories will be used to examine this phenomenon. Functionalist theory looks at sports as a social institution that reinforces the current value system in society, as well as maintaining that status quo in sports, because sports benefit communities (Woods, 2011). As highlighted by Singer (2005) and Frisby (2005), sport management continues to rely heavily on the functionalist perspective. While others have taken this call and applied Critical Race Theory to this topic (Carter-Francique et al., 2015; Singer et al., 2017), examining this issue from a broader macro-theoretical perspective could illuminate the issue further. The macro-theory Conflict Theory rejects the status quo that exists in capitalistic societies because sports organizations such as the NCAA promote sports to gain power, status, and money and traditional functionalist theory in sport reinforces this existing status quo (Woods, 2011).

Looking at current data available, the NCAA has maintained the status quo on GSR for years because the racial gap for GSR has been present and is still prevalent in the most recent data. This data suggests that the current structure of the NCAA often reinforces this status quo on black-students athletes GSR, as well as other widespread racial hierarchies and inequities (Cooper et al. 2017). Therefore, through the lens of functionalist and conflict macro-theories, the primary objective of this study is to use those competing macro-theories to better understand the inequities that exist in the graduation success rates of black student-athletes compared to white student-athletes, and gain insights that can help close the graduation gap that still exists in spite of much progress. The strengths, weaknesses, research conducted on this topic under those umbrellas, and potential areas for research for sport management academia will be discussed.

A University-Based VA Adaptive Sport Camp: Perceived Program Quality and Needs Satisfaction Among Military Veterans with Disabilities

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Poster

Sport for Development

Poster Presentation 2

Other

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Military veterans with disabilities face extreme difficulty due to their sudden change in life circumstances in having to negotiate a new disability in a civilian environment after serving their country as active-duty military personnel. The newly defined role as a person with a disability may negatively impact these veterans to become socially excluded and lose self-confidence as they perceive themselves to be physically different from the general population (Brittain & Green, 2012). The current study examined military veterans with disabilities and professionals' perceptions of a university-based adaptive sport program (henceforth, VA camp). Specifically, the study maintained a particular focus on how the university-based setting may have contributed to participants' views of program quality and needs satisfaction.

A total of 73 participants were enrolled in one of the five VA Camps between 2017 and 2019. They were provided an iPad to complete a Qualtrics web-based questionnaire on the last day of each camp. The study participants consisted of injured veterans who had been discharged from the military with a disability or professionals working with the injured veteran population. Open-ended questions were developed by the research team and the responses were analyzed using an inductive content analysis process (Hsieh & Shannon, 2005; Kyng, 2020).

Unlike adaptive sport camps in general, where they are usually community-based, university-based camps allow greater opportunities for the participants to interact with college student volunteers, who played a significant role in helping individuals with different levels of ability and different types of disability to succeed in all five of the VA Camps. Additionally, as recruiting volunteers is a challenge for many disability-related events (Kropp & Wolfe, 2018), universities have the advantage of increased human resources (i.e., student volunteers) to run camps successfully. In addition to the merit of having student volunteers, a university-based camp allows program coordinators to include various recreational sporting activities (i.e., CrossFit, rowing, golf, footgolf) in the schedule. Camps offered within a university setting typically work closely with youth populations. As such, the qualitative findings of this study may fill the knowledge gap of the efficacy of university-based adaptive sport camps among adult populations and help provide suggestions for running an efficient adult-oriented camp on campus.

Furthermore, the study findings suggested that the VA Camps fulfilled the needs satisfaction of participants. The military veterans with disabilities revealed motivation to be active, socializing and networking, gaining know-how to become involved with their communities, and confidence as the greatest takeaways, while both the military veterans with disabilities and the professionals cited giving back to communities and acquiring personal development as meeting their needs satisfaction through the VA Camp. As previous studies have outlined the challenges faced by military veterans with disabilities in community reintegration (Dillahunt-Aspillaga & Powell-Cope, 2018; Hawkins & Crowe, 2018), it is believed that the VA Camp serves as a means to provide veterans with resources and opportunities to get involved in their respective communities using the skillsets they have acquired in the program.

Paralympic and Olympic Refugee Athletes: An Examination of Personal Branding and Self-Presentation through Social Media

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Poster

Marketing

Poster Presentation 2

Branding

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In 2015, the International Olympic Committee (IOC) President Thomas Bach announced the creation of a team entirely of refugees (“Refugee Olympic Team”, n.d.). The aim of the IOC’s Corporate Social Advocacy (CSA) campaign was to bring awareness to the global refugee crisis. The Refugee Olympic Team (ROT) first competed in the 2016 Rio Olympics with ten representative athletes. This was expanded to twenty-nine athletes in the 2020 Tokyo Olympics. Similarly, the International Paralympic Committee (IPC) followed suit having a Refugee Paralympic Team (RPT) with six athletes in the 2020 Tokyo Paralympic Games.

An initial investigation of the social media profiles of the ROT and RPT athletes reveals most of the athletes have minimal or no social media presence. Dina Pouryounes Langeroudi, a refugee from Iran, used Facebook to announce an official sponsorship in October 2020. She only has posted three times since then and none of the posts reference her sponsor. Given the benefits of social media for an athlete’s brand and the political nature of the refugee crisis, little is known about how Olympic athletes who are also refugees utilize social media. Therefore, this study will investigate how the ROT and RPT athletes use social media to promote themselves as an athlete and as a person.

Goffman’s theory of self-presentation (1959) suggests there are two versions of people. One side is the public persona, known as the front stage. The back stage is more personal, such as how individuals act when around close friends and family. The front stage persona, however, is not necessarily a false representation, but an approach that is about the business side of a person (Baumeister, 1982; Cheek & Hogan, 1983). This theory has been employed to explain how athletes use social media to build and manage their brands (Guerin-Eagleman & Burch, 2016; Lebel & Danylchuk, 2012; Li et al., 2020).

Previous research has identified social media as a powerful tool for athletes to promote their brands (Guerin-Eagleman & Burch, 2016) and establish an athlete’s identity (Shreffler et al., 2016). The ROT and RPT athletes could capitalize on this opportunity to create their own narratives (Aria et al., 2014; Goffman, 1959). Through social media, the athletes can bring awareness to the refugee crisis around the globe as well as continue to promote the IOC’s and the IPC’s CSA campaign.

- RQ1: What branding and self-presentation strategies do the ROT and RPT athletes utilize?
- RQ2: Which strategies receive the most engagement?

Following the framework by Hayes-Sauder and Blazska (2018), researchers will conduct a content analysis of the athletes’ profiles on Facebook, Twitter, and Instagram. Researchers will examine posts 30 days before, during, and 30 days after the 2020 Olympics. Researchers will code each post for date, content, number of likes, comments, and shares, brand mention, and overall engagement. The content of the posts will be analyzed and coded for primary categories (front stage and back stage) and well as emerging themes regarding the type of content. Additional findings, as well as theoretical and practical implications, also will be discussed.

Reconceptualizing the sign dimension of involvement construct: An empirical analysis

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Poster

Marketing

Poster Presentation 2

Consumer Behavior

Friday, June 3, 2022, 2:10 PM - 3:10 PM

The construct of involvement has been utilized in sports marketing research to assess an individual's psychological connection to a sports object. Involvement is a psychological state of motivation with a sporting object induced by a stimulus (Funk et al., 2004). In sports marketing research, involvement is operationalized using the dimensions of sign, centrality, and pleasure (Beaton et al., 2011). However, Funk and James (2016) proposed that the sign dimension may need rethinking through the lens of two distinct self-definitions of identity: internal (how I describe myself) and external (how others define me). One's identity can either be composed of self-views that emerge from the reflexive activity of self-categorization or through the meanings imparted by society (Stets & Burke, 2000). In accordance with this notion, the present research examines the dimensionality of the involvement construct.

Data for the study were collected by sampling 437 individuals from Amazon MTurk. Confirmatory Factor Analysis (CFA) was conducted using Mplus to examine the factor structure of the involvement questionnaire consisting of 12 items (Beaton et al., 2009). Since each of the items was measured on a 7-point Likert scale (1=strongly disagree to 7=strongly agree), the CFA procedure was conducted based on the weighted least squares (WLS) estimation method with robust corrections (Muthen et al., 1997). The WLS is effective for analyzing categorical data as it adjusts both the mean and variance of chi-square statistic and obtains robust standard errors (Finney & Distefano, 2013).

The factor structure of the scale was examined in three steps. Firstly, CFA was conducted to examine the relationship between 12 observed variables and 4 latent factors, namely, pleasure, centrality, internal sign, and external sign. Secondly, CFA was conducted to examine the relationship between 12 observed variables and 3 latent factors, namely, pleasure, centrality, and sign. The model chi-square test statistic, RMSEA, SRMR, CFI, and TLI were utilized to examine the model-data fit (Hu & Bentler, 1999). Lastly, a chi-square difference test was performed to examine whether the 4-factor model or 3-factor model fit the data significantly better.

The results of chi-square difference test (chi-square = 54.04, df = 3, $p < 0.05$) suggests that 4-factor model fits the data significantly better than 3-factor model. The 4-factor model satisfies the 3-indicator rule, indicating that the model is identified. Values of the standardized parameter estimates for the 4-factor model ranged from 0.63 to 0.92, indicating moderate to high association with the factors. The value of chi-square statistic (chi-square = 424.9, df = 38) was significant at $\alpha = 0.05$. Further, the values of CFI (0.97) and TLI (0.95) were above the recommended 0.95 cutoff value. While the RMSEA value was 0.15, the SRMR (0.05) was below the recommended cutoff value of 0.08. These values indicate that the model and the data fit well with each other.

The present study provides empirical evidence to demonstrate that involvement consists of four dimensions, namely pleasure, centrality, internal sign, and external sign. Future sports marketing research should employ the four dimensions to holistically operationalize involvement to better understand the individual's psychological connection to sports objects.

Keep on playing!! An examination of sport participation's influence on resources in older adults after the retirement transition.

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Poster

Sport for Development

Poster Presentation 2

Other

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Workforce retirement is an important transition point that normatively marks the beginning of later adulthood, often positively anticipated years in advance. Yet, the retirement transition process can cause drastic changes in a person's lifestyle, negatively affecting a person's quality of life (QOL) (Dingemans & Henkens, 2014). This is problematic as people are living longer and spending more time in retirement (WHO, 2020). Retirement-related research (e.g., Amorim et al., 2019; Wang et al., 2011) advocates for managing key resources as essential for retiring adults to adapt positively and induce successful aging (Hobfoll, 1989; Wang & Schultz, 2010). Despite this research, a paucity of evidence exists on which activities influence these resources, while the dimensionality of resources remains unclear.

Although the development through sport literature purports sport's capacity in building necessary ingredients for positive youth development (e.g., Holt, 2008), this research is rarely extended to include adult development. However, a growing body of research indicates that sport could impact social, physical, and psychological resources known to be important to QOL in adulthood (e.g., Dionigi, 2006; Walsh et al., 2019; Warner, 2018). Understanding how sport could be used as a potential activity for building resources during the retirement transition process may help illuminate how retiring adults can navigate a critical point in their life, adding to both the development through sport and retirement literature.

Specifically, our study's purpose was to explore the relationship between sport and resources in the general retirement population group. Our aims were: (1) to understand sport participation's relationship to resources and QOL, and (2) to explore the dimensionality of resources.

For aim 1, a multivariate linear regression was conducted on retirees ($n=3903$; 55+) who participated in a nation-wide survey. Initial ANOVA results showed statistical significance ($F=51.853$; $p<.001$). At the univariate level, two independent variables as an indication of sport participation positively affected resources (Sport Beliefs [SB]: $\beta=.114$; $p<.001$; Sport Behavioral Involvement [SBI]: $\beta=.123$; $p<.001$). In addition, SB, SBI, and Sport Social Involvement (SSI) (a third indicator of sport participation) all had positive associations to post-retirement QOL via retirement satisfaction. For aim 2, an exploratory factor analysis was conducted using principal component extraction with direct oblimin rotation. A 7-dimension factor structure (27 items) was obtained applying three retention criteria: .600 + factor loadings, no cross-loading, and dimensions with <1.00 eigenvalues. The resources extracted were in support of the literature: (1) physical, (2) financial, (3) social support, (4) emotional, (5) cognitive, and (6) motivational. One resource, social interaction, was new and adds to our conceptual understanding of resources.

The findings imply that retirees perceived their sport participation as a vital influence on their retirement resources and QOL. These results are consistent with Walsh et al.'s (2019) findings that retirees' belief and involvement in sport are necessary for building resources, while social involvement in sport participation is salient for QOL. Importantly, this work advances the generalizability of previous empirical and theoretical work while revealing a reliable and valid resource scale for future use with sport research.

Media Framing of Athletics Department Major Infractions: A Five-Year Review of Historically Black Colleges and Universities

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Beth Cianfrone, Georgia State University ADVISOR

Poster

Socio-Cultural

Poster Presentation 2

Diversity

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Historically Black Colleges and Universities (HBCUs) athletic departments have been in the news in the past few years, with headlines ranging from negatives news (e.g., budget deficits, and NCAA infractions) to positive (e.g., new coaching hires of high-profile former athletes, increased exposure due to national racial initiatives). HBCUs have a storied history but are still combatting a post-racial society ideology that questions the need for their existence, resulting in many institutions struggling to secure public funding (Waymer & Street, 2015). Extensive accounts in mainstream media about HBCUs overemphasize their challenges and portray them from a deficit perspective (Williams et al., 2019). Thus, the media's role in framing information to their audience is an important inquiry to the sustainability and support of HBCUs by their surrounding communities.

NCAA infractions committed by athletic departments often come with punishments and negative publicity for athletic departments. How these infractions are discussed by the media can influence the image of the university. Following Goffman's (1974) framing theory, sports media researchers have studied biases when reporting on athletes of different races (e.g., Eagleman, 2011; Liu, Chen, & Newman, 2021). These reports could have detrimental impacts on their audiences. Thus, the purpose of this study is to examine how infractions at HBCUs were covered by news outlets over a five-year span. With the changing climate in social justice, we aim to investigate the frames to determine insight and differences in the frames about HBCUs over that time.

We will use a qualitative document analysis methodology to study the portrayal of infractions at HBCUs in newspaper articles from 2016-2020. The NCAA's Legislative Services Database (LSDbi) was used to compile information on all major infractions committed by Division I HBCU member institutions (N = 14) from 2016-2020. Newspaper stories detailing the offenses were gathered from by local (e.g., The Clarion-Ledger, Tallahassee.com, The Virginian Pilot, Houston Chronicle, Birmingham News), major metropolitan (Atlanta Journal Constitution), and national newspaper (USA Today) media sources and were searched for on various news search engines (e.g., Google, ProQuest Newspapers, EBSCO). The key terms used for each case included NCAA and violations. To examine media portrayals of HBCUs infractions, the researcher will conduct a textual analysis of headlines about athletic infractions to determine themes and determine what variations existed between the frames used over the time span.

The results of the different themes determined from the HBCU headlines noting trends or changes over the five-year span will be discussed. Understanding the themes and frames used to describe institutions surrounding infractions is important because the quality of information sports fans receive - news, narrative, analysis of issues and solutions - molds society, informs decision-making, and dictates the degree of devotion to and investment in the sport or school. Athletics has become the figurative front porch for a university for fans and community people who are not directly involved with it (Bass et al., 2015). As a result, analyzing how local media frames infractions at various institutions allows researchers to better understand how the surrounding community may view the institution.

Introducing Computer-Aided Text Analysis (CATA) Measures to the field of Sport Management to measure burnout among Division I College Coaches

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Poster

Method

Poster Presentation 2

Mixed-methods

Friday, June 3, 2022, 2:10 PM - 3:10 PM

CATA is gaining considerable momentum in management research for its ability to empirically measure organizational phenomena while avoiding challenges associated with collecting self-report data (Short, McKenny, & Reid, 2018). CATA is a computerized form of content analysis where dictionaries - lists of words thought to be associated with a construct - are used to convert texts into a series of word frequency counts associated with the constructs (Neuendorf, 2016; Short & Palmer, 2008). Through CATA, scholars can leverage rich sources of textual data collected unobtrusively from naturally occurring organizational contexts to capture and explore sensitive or controversial organizational phenomena using measures less subject to the biases, access issues, and low response rates that plague traditional survey instruments (e.g., Anseel, Lievens, Schollaert, & Choragwicka, 2010; McKenny, Short, & Payne, 2013). Within the sport industry, many phenomena, such as lack of diversity, equity, mental health, or racism, among many others, fall under this category, and both qualitative methods (aided by NVIVO) and quantitative survey methods face severe challenges and limitations to their data collections when focusing on these subjects. CATA is an effective method to prevent such challenges, and while it is gaining momentum in management research, sport management scholarship has yet to adapt. To make CATA methods accessible to sport management scholars not familiar with the technique, this methodological review synthesizes best practices for CATA dictionary development, refinement, and use into a single, consolidated guide. Specifically, we identify 4 processes, consisting of 20 key steps that scholars using CATA should consider. These four processes are: 1) Dictionary Generation, 2) Dictionary Refinement and reliability analysis, 3) Dictionary Validation, and 4) Additional considerations. To demonstrate how these steps facilitate the development of rigorous CATA dictionaries, we illustrate their execution in the development of a measure of burnout among Division I College Coaches.

Burnout is defined as the affective, cognitive reaction to ongoing psychological stress or strain related to one's job and work environment (Schaufeli et al., 2017). Burnout consists of three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, 1993; Maslach et al., 2008), and the risk for burnout is ever present for high performance coaches (Bentzen, 2015), due to the constant pressure to win from week to week, the long work hours, and the ever-present risk of being fired, and the need to uproot your family. This is then further exacerbated by the hypermasculine culture in elite sports where showing vulnerability is seen as a weakness, particularly when it involves mental health (Bauman, 2016). In our study, we collected 1,292 postgame press conference transcripts of NCAA Division I football head coaches over three seasons (2013-2015), and the CATA method allowed us to develop new CATA dictionaries of emotional exhaustion, depersonalization, and reduced personal accomplishment for use in measuring burnout in future research using empirical based reliability and validity measures that are not available to scholars using traditional qualitative software analysis such as NVIVO or Atlas TI.

Psychological and Sociocultural Adaptation of International Students through Sport Spectatorship: A Qualitative Approach

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Poster

Socio-Cultural

Poster Presentation 2

Diversity

Friday, June 3, 2022, 2:10 PM - 3:10 PM

The number of international students has gradually grown in U.S. higher education over the past decades. However, a number of international students have difficulty in acculturation process (Leong & Chou, 1996). Bourhis and colleagues (1997) emphasized psychological and sociocultural adaptation and social interactions with host societies in which international students have affective, behavioral, and cognitive changes in the psychological acculturation process through social interactions with host cultures. Recently, social support from friends has been regarded as a significant factor in helping international students undergo better psychological and sociocultural adaptation and decrease acculturative stress. For example, social support is a significant predictor of international students' mental symptoms such as depression and anxiety (Sumer, Poyrazli, & Grahame, 2008); cross-cultural contact with hosts is positively associated with successful sociocultural adjustment (Li, & Gasser, 2005).

Sports play a powerful role in gaining social capital (Stoddart, 2006). For example, individuals participating in a popular sport in their culture are more likely to have opportunities to socialize and attain greater access to more valuable social capital and power (Light & Kirk, 2001). Further, sports play an important role in constructing cultural ties for minority groups (Lee, 2005). Because international students are likely to build social networks with community members through sports spectatorship and participation, they can learn cultural differences and better understand host cultures in the social networks. These social networks may allow international students to attain social support systems through peers and group members in their communities. Thus, this study is to investigate the effects of a college sport on international students' social relationships with college students, host national students in particular, and assess if this helps them ultimately better adjust to American culture and society.

An in-depth, open-ended, and semi-structured interview method was adopted for data collection. 17 international students through snowball sampling method participated in the interview. Among the participants, five international students were female and 12 were male, while two were undergraduate and 15 graduate. Five main categories of questions on acculturation process were asked to each participant: a) individual experience, b) impact of English ability, c) effect of friendships, d) role of sport spectatorship in individuals' social relationships, and e) impact of building social identity. After being transcribed, the data from the interviews were analyzed through a phenomenological approach.

First of all, English Proficiency was an important source of international students' adaptation regarding social relationships, communication, and psychological problems. Second, Social Support from family and faculty members played a key role in enhancing international students' emotional and psychological well-being at the first stage of adaptation. Of note, Friendship with students in host cultures was strongly related to international students' adaptation to U.S. culture. Finally, Sports Spectatorship helped international students foster social interactions and social identity both directly and indirectly.

Findings of this study identified the impact of intercollegiate sports on international students' overall experience in campus life. This study provides the insights into American higher education institutions to better understand the process of international students' acculturation.

The Effect of Cause Portfolio in Corporate Philanthropy on Financial Performance for Professional Sport Teams

Daniel Yang, University of Michigan

Kathy Babiak, University of Michigan

Poster
Management
Poster Presentation 2

Corporate Social Responsibility
Friday, June 3, 2022, 2:10 PM - 3:10 PM

Introduction: A growing body of research in sport management has highlighted how adopting corporate philanthropy (CP), or corporate social responsibility (CSR) practices, more generally, can benefit sport organizations (Babiak & Wolfe, 2013; Walzel et al., 2018). However, there is a dearth of discussion about whether CP can contribute to the greater profitability of professional sport teams (Inoue et al., 2011). Above all, we know relatively little about the philanthropic giving strategies of teams in terms of how their giving is allocated (e.g., the composition of social causes to which teams donate) and how this cause portfolio may be associated with team financial performance.

Purpose: This presentation aims to explore how philanthropic cause portfolios impact financial performance (i.e., game attendance/team revenues) of professional sport teams.

Literature Review/Proposed Hypotheses: Management scholars have long investigated the benefits to firms from engaging in CP. These benefits include improved firm reputation, customer loyalty, community relations, stakeholder evaluation, with the aim of ultimately enhancing firms' sales and revenues (Zhao & Murrell, 2016). To date, CP research has mainly focused on the amount of giving; however, CP can also be reflected by where and how firms give (Eilert & Robinson, 2020). For example, some teams may donate large amounts of money to a few causes (focused), while other teams may give small amounts to various causes (diversified). Previous research has found that a more diverse portfolio appeals to more diverse stakeholders by meeting their various needs and expectations around supporting social causes (Fofuri et al., 2020; Seo et al., 2021), and this result leads to more positive stakeholder evaluations of firms (Garderg et al., 2017). Meanwhile, firms may utilize their best competencies in implementing CP (Kramer & Porter, 2002). It was suggested that the impact of CSR on financial returns is more significant when firms strategically improve relatedness of cause to their core business as they can leverage their own resources (e.g., technological knowledge, corporate brand/reputation) (Kaul & Luo, 2017; Ye et al., 2012). Furthermore, the need to connect with local stakeholders is high when the local community is a firm's primary market/customer base (e.g., professional sport teams) (Hornstein & Zhao, 2018). Through giving to the community, teams can respond to pressing local social needs and issues, which may enhance the loyalty and purchase behaviors of the local fans (Yang & Babiak, 2021). Based on this discussion, we propose three hypotheses as follows: There will be a positive relationship between cause portfolio variety and team financial performance (Hypothesis 1); The greater the team's giving to sport and recreation causes, the higher the team financial performance (Hypothesis 2); The greater the team's local giving (vs. non-local giving), the higher the team financial performance (Hypothesis 3).

Discussion/Contributions: This study will contribute to existing sport literature by highlighting the impact of giving strategies in the professional sport context and by resolving theoretical ambiguity around the link between CP and financial performance. Future empirical work is necessary to test the proposed hypotheses. The study will provide valuable practical implications for practitioners to maximize the business outcomes of CP.

Bring Baseball into the Classroom: A Content Analysis of MLB Educational Programs

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Poster

Marketing

Poster Presentation 2

Corporate Social Responsibility

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Background

Facing the challenge that their fanbase is aging (Carter, 2019), Major League Baseball (MLB) is actively adopting and innovating new strategies to reach and connect with young consumers to ensure sustainability and growth (Poindexter, 2021). The relationship between teams and fans starts to develop in early childhood (Kolbe & James, 2000). To ensure an effective fan development strategy, MLB has begun to develop different tactics to hook younger audiences. Among the approaches that sport leagues and teams are innovating with, education programs that engage school aged children has become a main theme of community outreach initiatives for professional teams. Although existing research shows that education based programs are one of the most common community activities engaged in by professional sport leagues (Rowe, et al., 2018, Schulenkorf et al. 2015), few studies have investigated how sports leagues and teams reach young customers through their educational programs. It is important for the leagues and teams to understand how to effectively construct their education initiatives to create awareness, establish brand connections and target marketing efforts to younger audiences to maximize their connection with their future fanbase.

Purpose of Study

This study aimed to examine how MLB teams utilize their educational programs to create brand awareness and loyalty among children and youth. We first identified the educational focus of MLB educational programs targeted towards children and youth. Next, we explored the team assets or attributes integrated in MLB team education programs and marketing techniques used in these initiatives.

Conceptual Framing

We used the Psychological Continuum Model introduced by Funk and James (2001) that characterizes different levels of psychological connections between fans and specific teams as a conceptual framework. The framework assisted us to analyze how educational initiatives developed connections between young fans and the MLB teams. We also reviewed branding and marketing techniques such as incentive programs targeting youth implemented in different industries.

Methodology / Discussion

We systematically reviewed each MLB team's websites (30 total) for any program or initiative that had an educational basis, either delivered in schools, or which used sport to teach other skills and knowledge (e.g., leadership, math, history, literacy), and targeted high school students or younger. Data was collected during the summer of 2021. The complete database contained descriptions and program materials for 91 initiatives across 30 MLB teams. We coded each program document by using thematic content analysis of the programs to elicit themes and identify team attributes and benefits (Bowen, 2009; Gladden and Funk, 2001). We patterned educational focus, team assets used, and marketing techniques (e.g., experience, incentives, fun activities) across all programs we collected. We then attributed the elements of the program to the phases of the psychological continuum model to understand teams' approach to engaging younger fans.

Implications

The analysis of the data is currently underway, but we expect that the findings of this study will provide franchises with insights into branding strategies and marketing techniques aimed at children to better understand how to effectively construct programs that connect with their future fan base.

CSR in Professional Soccer: An Overview of MLS Teams

Chris Brown, Metropolitan State University of Denver

Yuri Feito, American College of Sports Medicine

Kurt Stahura, Niagara University

Poster

Management

Poster Presentation 2

Corporate Social Responsibility

Friday, June 3, 2022, 2:10 PM - 3:10 PM

The attention paid to corporate social responsibility (CSR) has expanded quickly in all areas including sports (Trendafiova, Ziakas, & Sparvero, 2017). Currently, professional soccer teams and leagues in Europe have been at the forefront of CSR. For example, top football clubs in the different European leagues, such as Malmö FF from Sweden, Helsinki Football club from Finland, Manchester United from England, and the German Borussia Dortmund have long since had their CSR policies, agendas, and practices in their strategies (Ahonen and Persson, 2020, p. 12). In addition, professional soccer leagues in Europe have also created and implemented CSR programs through UEFA's Good Governance principles for associations (UEFA, 2018).

Many sport organizations have utilized ideologies surrounding CSR within their community as a means of increasing their public image as well as being socially responsible. However, little research has been conducted related to CSR practices within Major League Soccer (MLS) and its teams. Therefore, given the global reach of soccer and the increasing popularity of the MLS and its affiliates in the United States, a substantial gap in the literature needs to be filled. MLS and its member teams have evolved into a national and global brand. The MLS has the potential to impact not only the communities in which they operate, but also impact their employees and stakeholders within that community.

Thus, the specific aim of this research is to conduct an exploratory examination of CSR practices of MLS teams to develop a baseline understanding of team and league practices.

Given the lack of existing information and research related to CSR and MLS within the United States, it will be necessary to collect primary data from current MLS teams. Websites of current teams, one of the written communication sources for content analysis (Marshall & Rossman, 1999), will be selected, as they are an efficient means by which to access various CSR initiatives. Following systematic procedures, researchers will analyze the CSR contents from the websites to identify patterns or themes (Leedy & Ormrod, 2004) in which to understand current CSR practices. To ensure the validity and reliability of the data and data collection process, all researchers will revisit the information collected by another researcher to verify and edit the information, if necessary. Researchers will review each website using the five (5) divisions of CSR described by Holcomb, Upchurch, and Okumus (2007), Community, Environment, Marketplace, Vision & Values, and Workforce.

Sports teams and organizations are involved in their respective communities on several different levels. Thus, the potential implications of this study are abundant. In terms of professional implications for MLS, this study can yield several potentially insightful results. The data collected from the initiatives studied would allow MLS teams to determine where and how to centralize their efforts to maximize CSR campaigns, how to better affect change, or to better reach targeted groups. The most essential implication for MLS teams could be the importance of creating some standardized CSR policies, which would affect all franchisees within the league.

To Engage or Not to Engage: Environmental Advocacy Among Athletes

Anne Dietrich, Texas A&M University

Brian P. McCullough, Texas A&M University ADVISOR

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Poster

Facilities/Events

Poster Presentation 2

Sustainability

Friday, June 3, 2022, 2:10 PM - 3:10 PM

The United Nations Framework Convention on Climate Change introduced the Sports for Climate Action Framework to encourage the sport sector to take a more active role in combating climate change (United Nations, 2018). This framework presumes a top-down organizational approach, but it does not include individual athletes' role in leading and inspiring change. Specifically, sport consumer research has shown athletes to be a more influential point of attachment to engage fans and inspire sustainable action than sports or leagues (Fink et al., 2009). As part of the broader environmental movement in sports, athlete groups have emerged (e.g., Sport for Future, EcoAthletes, Champions for Earth, Players for the Planet) and started to leverage their platform and reach to advocate for climate action.

Although activism among athletes is not a new phenomenon, previous research has mainly examined social issues that do not directly emanate from sport (Cooper et al., 2017; Cunningham & Regan, 2012). Specifically, the actions of Colin Kaepernick and LeBron James, among others, brought attention to broader public discourse on social issues through sport (e.g., police brutality, racial injustice; Allen & Williams, 2021; Marston, 2017). While environmental sport advocacy shares similarities with social issue advocacy in sport, there are also differences.

Environmental issues directly affect athletes' ability to participate in sport making athletes a vulnerable group to climate change. Yet, athletes are also in the unique position to be advocates and inspire positive behavioral change to reduce the ecological footprint of sport. For example, Will Glad, a world-famous ice climber, draws attention to climate change's impact on sport and helps scientists collect data through his advocacy efforts. Yet, the aspects of environmental advocacy in sport remain understudied, specifically why athletes choose to participate in environmental advocacy or not. To this end, the purpose of this work-in-progress is to understand why athletes engage in climate action advocacy.

Two groups of German athletes from the 2020 Tokyo Summer Olympic Games have agreed to participate in interviews. One group of athletes partnered with Sports for Future's "Ruderwald" (rower-forest) campaign, leading up to the Tokyo Games. The campaign focused on generating awareness of the environmental impact of sport events and athletes' travel; it involved collecting donations for a reforestation project to offset the carbon footprint associated with their participation in the Games. This group of athletes will be interviewed to determine their motives and influences that lead them to participate in the campaign. Meanwhile, a second group from the same team, who did not participate in the campaign, will be interviewed to determine why they did not engage in the campaign. The interviews are scheduled for four months after the event to measure the effects of the campaign. The data from semi-structured interviews will be analyzed using narrative inquiry.

This exploratory study will provide insights into motivations and barriers faced by athletes that influence and discourage environmental advocacy. The findings will inform future research to understand the decision-making processes of athletes to reduce barriers and encourage ecological advocacy among them.

“It’s okay to not be okay”: Examining the impact of mental health advocacy on fan perceptions”, Å†

Danielle McArdle, University of Massachusetts Amherst

E. Nicole Melton, University of Massachusetts Amherst ADVISOR

Poster

Socio-Cultural

Poster Presentation 2

Diversity

Friday, June 3, 2022, 2:10 PM - 3:10 PM

Simone Biles, withdrawing from the team women’s gymnastics finals at the 2020 Tokyo Olympic Games, shocked the world. Citing a case of the “twisties” and “anxiety”, the gymnast withdrew. The U.S. women’s gymnastics team, in spite or because of Biles’ withdrawal, went on to win the silver medal in the team competition. However, this moment sparked a larger conversation about the importance of mental health and athletes’ role in influencing the greater public.

To date, scholars have studied fan reactions to athlete behavior (Bush et al., 2004; Feinberg, 2009). Some have investigated how athletes can be effective in positively influencing fan attitudes and behaviors (Fink et al., 2009; Fink et al., 2012). While others have focused on the negative associations that athletes can bring when endorsing brands (Westberg et al., 2011). Our study seeks to contribute to this stream of literature by examining how sport fans react to athletes who decide to advocate for their mental health. Specifically, we use a 2 (withdrawal impact: team, individual) by 2 (athlete race: Black, white) experimental design to explore these dynamics.

Research suggests fans identify with athletes who advocate for social issues (e.g., mental health awareness) (Melton, 2015; Taylor, 2015). However, certain factors can influence this relationship, such as an athlete’s withdrawal from competition to focus on their mental health. Emphasis framing literature posits that when an athlete’s withdrawal is framed as negatively affecting the team, we might expect more negative fan reactions than when the withdrawal is framed as only impacting the athlete (H1). An athlete’s race may also moderate the relationship between framing type and attitudes toward the athlete. Intersectionality theory would connote that Black women might be viewed more negatively when they withdraw from a competition than when white women do (H2). Furthermore, we expect that attitudes toward the athlete will mediate the relationship between framing type and attitudes towards the athlete’s sponsor, such that the beta path between consumers’ attitude toward the athlete and attitudes toward the athlete’s sponsor will be significant (H3).

To test these hypotheses, participants will be randomly assigned to one of four conditions that vary by withdrawal impact (team or individual) and athlete’s race. After reading about the athlete’s advocacy for mental health and decision to withdraw from a competition, we will assess participants’ attitude toward the athlete (Zhou & Whitla, 2012), attitudes toward the athlete’s sponsor (Kunkel et al., 2020), and demographic variables. Perceptions of mental health stigma (Follmer & Jones, 2017) will serve as a control variable, and we will use structural equation modeling to analyze the hypothesized relationships.

Prior scholars have called for researchers to find “the link between fandom and mental health” (Berg et al., in press, p.6). This study attempts to answer this call by investigating the potential impact that athletes who prioritize their mental health have on fan attitudes towards the athletes and their sponsors. While this is a work in progress, the findings can shed light on the influence of mental health advocacy on fandom.

Social entrepreneurship in sport: A peripheral country perspective

Denise Kamyuka, Western University

Laura Misener, Western University ADVISOR

Louis Moustakas, German Sport University

Victória Calzolari Soto, German Sport University

Poster

Management

Poster Presentation 2

Other

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Recently, social entrepreneurship in sport (SES) has emerged as a burgeoning area of study in sport management. SES is the creation of innovative solutions in the sporting industry, to address societal deficiencies in a community (Ratten, 2019). Social entrepreneurship is often criticized for reinforcing Eurocentric ideologies of development and tends to reinforce masculine hegemonies (Muntean & Ozkazanc-Pan, 2016). Sport management scholars have confronted neoliberal ideologies inherent in sport for development research with pointed criticism at monitoring and evaluation practices, and funding models (e.g., McSweeney, 2017). But there is little sport management research that critically addresses the Eurocentric, masculine, and neoliberal ideologies in SES research, and the many ways they are used to oppress communities in peripheral countries (i.e., non-Western nations). We believe that a critical analysis of these ideologies is an important answer to the call for sport management literature that helps develop SES theory (Misener & Misener, 2017).

Current systematic reviews on SES focuses on a core-country perspective, with a focused review on definitions and empirical contexts, such as type of sport, or organizational forms (Bj, àö-ßrsholm, 2017). Our research examines the methodological approaches and theoretical frameworks of literature written in a peripheral country context. We synthesis the data to offer a peripheral country perspective and analyze the research for anti-oppressive considerations, meant to combat western ideologies.

We employed an integrative systematic review of SES studies (English, French, Portuguese, and Spanish) to review literature written about SES in a peripheral country context. An integrative review allowed us to look at both empirical and theoretical papers, with the aim to understand the considerations scholars made when conducting research in a peripheral country context. We employed Whittemore and Knaf's (2005) process to examine published peer-reviewed academic papers. The evaluation involved a minimum of two reviewers screening article titles and abstracts with the support of Covidence software, before reviewing full-text to exclude any articles that were not specifically related to SES and/or not in a peripheral country context.

In this poster presentation, we will report on the findings that consider gender context, theoretical applications, and methodological approaches. We expect to complete this review by March 2022, however, in our preliminary findings, authors used (or called for the use of) postcolonial and/or feminist methodologies to critically compare how SES programs/practices perpetuate or challenge Western and masculine entrepreneurial practices. We found, and expect to find more, examples of authors exploring the idea of integration vs application of existing theoretical frameworks with indigenous knowledge systems. Our analysis also considers the geographical and empirical context of the research, which has brought to light the heterogeneous manifestations of colonial legacies and their impact on social entrepreneurialism.

We argue that neoliberal tenets and the Western centricity of SES theory add to the "othering" of people in sport management scholarship and practice (Frenkel & Shenhav, 2006 p.857). This critical review of how researchers have confronted the idea of Western centricity will help inform sport management scholars concerned with conducting ethical and anti-oppressive research with/about subjects from peripheral countries.

Tobler's First Law of Geography and Interscholastic Sport: Exploring Spatiotemporal Patterns of Participation Across Communities

Ciera Jones, University of Texas at Austin

Matthew Bowers, University of Texas at Austin ADVISOR

Jan Todd, University of Texas at Austin ADVISOR

Poster

Socio-Cultural

Poster Presentation 2

Community

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Tobler's (1970) first law of geography states "everything is related to everything else, but near things are more related than distant things." This highlights the need to consider spatial relationships between communities when exploring interscholastic sport participation opportunities. Tracking differences in participation patterns at the community level has the potential to help address existing access and structural issues (Gould, 2019). Therefore, this work seeks to expand Tobler's First Law to the sport management literature by addressing the following research questions: (1) How do neighboring community interscholastic participation rates influence one another across school type, gender, and individual sport?, and (2) How do community sociodemographics vary across locations over time and in relation to participation rates?

System-based models proposed to understand youth sport are centered around the individual and how their experience is shaped by interactions with others and the social and built environments (Dorsch et al., 2020). Yet, interactions with environmental systems are limited within the literature, neglecting the complexity of the models. Geographic concepts in particular, such as the contextual relation to location, are often ignored despite their role in interdisciplinary models proposed to explain sport participation patterns (Doherty, 2013). Contextual factors play a critical role in youth development, yet there is scarce and conflicting research exploring differences in the youth sport experience across communities. The dearth of studies examining the relationship between an individual and their community is due, in part, to approaching the problem at the micro-level. Specifically, spatial patterns and their influence on participation need to be explored at local scales, as individual factors are unable to exhibit variation between neighboring communities. These considerations are important when providing interventions to communities disproportionately burdened by social, economic, environmental, and structural inequities.

Additionally, prior to the COVID-19 pandemic, popularity of non-traditional sports had increased (Aspen Institute, 2019), while participation in high school sports declined from the first time in 30 years (NFHS, 2019). While high schools primarily offer traditional sports, emerging sports are usually unsupported reflecting a dismissive approach to providing activities of interest to the students. The California Interscholastic Federation (CIF) has provided a unique opportunity to examine interscholastic trends, with extensive records of participation beyond the sanctioned sports of the National Federation of High School Associations. This work is an exploratory study leveraging data from CIF and the American Community Survey. Data span from 2011 through the pre-pandemic 2018-19 academic year and will be joined to school district boundary shapefiles to map participation rates and socioeconomic characteristics using spatial analysis combining Getis-Ord GI* with the Mann-Kendall trend test. In particular, this will test for spatial relationships of participation, the influence of neighboring areas, and identify persistent socioeconomic patterns as they relate to sport participation over time.

Identifying participation trends at the regional level offers a next step in understanding more broadly youth sport participation, while recognizing community differences. Ultimately, providing empirical evidence to administrators can more effectively provide youth sport opportunities through individualized plans that address structural and organizational barriers unique to the location.

Intentions to Use Mobile In-Seat Ordering Services at Stadiums: Integrating UTAUT2, Service Deliver, and Service Satisfaction Literature

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Ho Yeol Yu, Arkansas State University

Sangchul Park, Texas A&M University

Hyun-Woo Lee, Texas A&M University ADVISOR

Poster

Marketing

Poster Presentation 2

Consumer Behavior

Friday, June 3, 2022, 2:10 PM - 3:10 PM

Background and Literature Review

As sport concession industry has generated an enormous annual revenue ranging from approximately five to ten billion dollars, sport teams have begun to perceive this industry as a significant complementary revenue-generating component (Coates & Humphreys, 2007; Slavich et al., 2018). Although concessions have played the central role in influencing fans' game-day experiences (Jensen et al., 2018; Kelley & Turley, 2001), the recent COVID-19 pandemic has made fans concerned more with food safety, crowding, and venue cleanness. This transition in fans' concerns expedited professional sport teams' adoption and use of self-service technologies (SST) in stadiums (e.g., Kim et al., in press). Even more, some professional sport teams recently announced the adoption of in-seat food ordering system, with which fans can order foods in their assigned seats with skipping the long line and thus minimizing human contacts at stadium (e.g., Dodger Stadium, AT&T Center, Children's Mercy Park, Toyota Field, Holt Arena; Wolfe, 2020).

Fans' perceptions toward, and use intentions of, mobile in-seat ordering system can be explained in part by the examination of intentions to use SST. Relevant literature confirmed that SST (e.g., self-service kiosks, automatic telling machines) can provide numerous benefits to both consumers and businesses (Feng et al., 2019; Meuter et al., 2000). Arguably, those findings illuminated the significance of understanding consumer behavior related to the mobile in-seat ordering at stadiums. Yet, many questions still remain unanswered regarding the mobile in-seat ordering from a spectator's perspective. Noting both the huge potential of mobile in-seat ordering services at stadiums and the aforementioned research gaps, the purpose of this study is to present a theoretical framework explaining the process of fans' perceptions toward mobile ordering services.

Theoretical Model Development

We present a new theoretical framework deepening the understanding of fans' perceptions and intentions to use mobile in-seat ordering. In doing so, we combined the literature of (a) The Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) (Venkatesh et al., 2012), (b) perceived outcome and process value related to service delivery (Luu et al., 2016), and (c) service satisfaction (Brady et al., 2005). In this framework, we assumed that a set of UTAUT2 toward a mobile in-seat ordering (i.e., performance expectancy, effort expectancy, social influence, facilitating conditions, hedonic motivation, price value, and habit) can influence fans' perceived outcome and process value, finally leading to the enhanced gameday experiences. This framework is expected to enable sport marketers to effectively predict the ramifications of new innovative technologies' adoption in a stadium setting. Beyond this point, our framework is also expected to provide novel insights into how practitioners can leverage mobile in-seat ordering system to enhance fans' game experience.

User Experience in Gamified Sport and Affiliated Services: A Systematic Review

Keshav Gupta, Temple University

Thilo Kunkel, Temple University ADVISOR

Daniel Funk, Temple University ADVISOR

20-minute oral presentation (including questions)

Management

Management 15

Other

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Gamification has proved to be a well-recognized business solution (Chang, 2021) that is quickly seeping into sport and affiliated industries, like fantasy sports (Kunkel et al., 2021) and fitness (Tu et al., 2019). However, the conflicting behavioral and psychological consequences of gamification (e.g., Pizzo et al., 2021) raise doubts regarding gamification's credibility for producing and selling sport products and services. Therefore, scholars have voiced the need to better understand user experiences in gamified services (Huotari & Hamari, 2017). Specifically, for sport and affiliated industries to reap the benefits of gamification, understanding user experiences is essential. Existing literature provides a scattered and unclear understanding of user experiences in gamification (Funk, 2018). This study contributes to the sport management literature by systematically reviewing research on user experiences in gamified sport and affiliated services and providing a comprehensive understanding of the current state of research on the phenomenon.

We conducted a systematic literature review following pre-defined steps of developing research questions, formulating a research protocol, conducting a literature search, extracting data, quality appraisal of included studies, analyzing data and presenting results, and interpreting the results (Moher et al., 2015). We extracted peer-reviewed articles and conference papers from Scopus, Web of Science, Science Direct, and PubMed, using search terms that included "gamification", "gamified", "gamify", or "gamifying" along with "experience", "experiences", "UX", or "experiential". Furthermore, we selected articles that examined sport and affiliated services including fitness, exercise, fantasy sports, and digital sport games. After removing duplicates, 117 articles published since 2012 have been included for the screening process. To include latest research in our analysis, data collection will continue until end of 2021. We developed six criteria to conduct quality assessment of each of the articles in the final dataset. We have established a data extraction strategy to guide the retrieval of information from each article. Analysis of the retrieved data will help address each research question. To obtain a holistic understanding of the current state of research in user experiences in gamified sport and affiliated services, we will examine publication trends, theories utilized in the research, types of experiences researched, antecedents and consequences of user experience, and challenges and limitations in existing research.

This research will contribute to sport management literature by providing an overview of user experience research in gamified sport and affiliated services. Specifically, the study will provide a holistic understanding of gamification for sport user experiences that influence sport consumption. Furthermore, by presenting the current state of research and highlighting the shortcomings of existing research on user experience in gamified sport and affiliated services, the study will guide future research in gamification. Findings of the research will inform practitioners of processes or systems that influence gamified services, thereby recommending tactics to improve user experiences in their respective services.

Does Social Media Engagement Drive Ticket Sales?

Nels Popp, University of North Carolina

James Du, Florida State University

Stephen Shapiro, University of South Carolina

Jason Simmons, University of Cincinnati

Eric Nichols, University of South Carolina

20-minute oral presentation (including questions)

Marketing

Marketing 15

Sales

Friday, June 3, 2022, 3:15 PM - 3:35 PM

Popular press articles have suggested a connection between social media engagement and sport attendance (AECOM, 2014; Maddox, 2013; McClellan, 2014; Steinbach, 2010). Research on this topic has primarily focused on social media effects on purchase intentions. For example, Achen (2016; 2019) found increases in sport team social engagement on Facebook had a significant positive relationship with purchase intention of tickets and merchandise among sports fans. Sport organizations which embrace active social media strategies by employees report greater perceived ticket revenue (Rothschild, 2011; Warren, 2016).

Virtually no studies, however, have specifically examined relationships between a sport organization's social media engagement and actual tickets sold (as opposed to intent to purchase or perceptions of revenue growth). Hopkins (2013) investigated a single Australian Rules football club and suggested greater social media presence resulted in greater team revenue, although social media influence was not isolated and control variables were not employed. Meanwhile, Popp et al. (2017) found when controlling for common demand variables--such as measures of team success--growth in team social media following had no significant relationship with either attendance or ticket revenue. One of the noted limitations for Popp et al. was the use of social media follower metrics as an independent variable, which failed to account for organizational engagement on social platforms. Based on the tenets of Relationship Marketing Theory (Hunt et al., 2006), social media enables sport organizations to maintain two-way, responsive communication with customer interests and desires. Fans expect two-way conversations with sport organizations (Thompson et al., 2017) and effective relationship marketing by organizations leads to higher fan consumption intentions (Kim et al., 2011), yet no empirical studies have tested the relationship between organizational social media engagement and tickets sold. Thus, the current study extends the work of Popp et al. (2017) utilizing measures of social media engagement as an independent variable to predict season ticket purchases.

Utilizing Freedom of Information Act requests, the researchers procured final season ticket sales numbers for 62 NCAA Division I men's basketball programs over a three-year timespan (2018-2020). Additional independent and control variables for these teams, such as performance-related, time-related, game-related, and environmental-related factors are currently being collected. Both time variant (game to game changes) and time invariant (season to season changes) factors will be included. Social media posts and related engagement metrics, including number of followers, retweets, and likes, have been scrapped using teams' official Twitter handles and URLs in Octoparse. Prior to conducting the panel analysis, a Natural-Language-Processing-based sentiment algorithm was employed to decipher eight emotional responses emerging from crawled textual corpus in Python. Preliminary results of lexicon-based machine classification, combined with econometric analysis with time fixed effects inclusive, indicated social engagement metrics alone were not significantly associated with changes in season ticket sales, whereas public sentiment (especially extreme emotions such as joy resonating from a team's social media post content) had a capacity to yield a contagious spillover effect in season ticket sales. Final models, inclusive of key control variables, and implications to practitioners and academics, will be shared.

Accuracy of a Prediction Model of Transfer Fees for European Soccer Players Traded during the COVID-19 Pandemic

Yanxiang Yang, Technical University of Munich

Joerg Koenigstorfer, Technical University of Munich ADVISOR

20-minute oral presentation (including questions)

Finance/Economics

Communications 8

Economics

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Introduction:

There are well-known determinants of transfer fees, such as player characteristics, selling- and buying-club characteristics, and time effects (e.g., Ante, 2019; Dobson & Gerrard, 1999). However, evidence on the relevance of these determinants is often based on a rather limited set of variables and small samples (from 164 to 1,350 transfers) - potentially leading to inconsistencies in results between these studies - , and has not considered the impact of COVID-19 to date. In addition, most samples are cross-sectional and cover one season only (e.g., Carmichael & Thomas, 1993; Ruijg & van Ophem, 2015). Furthermore, previous studies largely focused on the correlational determinants of transfer fees (e.g., Dobson & Gerrard, 1999; Garcia-del-Barrio & Pujol, 2020), while the predictive power of the models for out-of-sample data was limited.

This study aims to assess the relevance of a broad range of determinants of transfer fees in the biggest five major European professional football leagues (Bundesliga, Premier League, Ligue 1, Serie A, and LaLiga) across 13 seasons to develop a prediction model for player transfers both before and during the COVID-19 pandemic. The accuracy of the model for predicting player transfer fees will be assessed.

Methods:

We considered 7,407 transfers, using data from transfermarkt.de, scraped using Python packages. Eligible transfers were those with fees (excluding free and loan transfers) where at least one of the clubs from the five leagues was involved between the 08/09 and 20/21 seasons (until April 15, 2021). Multiple linear and quantile regressions (10th, 25th, 50th, 75th, and 90th) were used to assess the relevance of six domains of determinants: player characteristics, selling-club characteristics, buying-club characteristics, time effects, player performance, and player injury. The dependent variable was the natural logarithm of the real transfer fees measured in 2021 February price (in Euros). Three sub-samples were considered: one for model testing (random splits: 70%, N=4,874), one for accuracy evaluation (30%, N=2,089), and one to assess relationships during COVID-19 time (N=444).

Results:

The estimated model showed high predictive accuracy in evaluation (root mean squared error [RMSE] of 1.1, error rate of 7.5%, predictive R² of 46%) and predicted transfers during COVID-19 well (RMSE of 1.3, error rate of 8.7%, predictive R² of 40%). The results on the relationships are revealing. For example, we identified an inverted U-shape relationship between player injury frequency and transfer fees, where the effects conditionally decreased from lower (10th percentile) to higher (75th percentile) transfer fees. The results also revealed differences between pre-COVID-19 transfers and those during COVID-19. For example, the inverted U-shape effect for injury frequency no longer remained, while a negative effect of squared age emerged.

Discussion:

Our findings contribute to the soccer labor market literature by comprehensively establishing a model and using the model to predict transfer fees using a large longitudinal transfer dataset. The model has the potential to be applied in future unseen data. We also offer practical implications to club managers concerning the transfer market decision-making. We also note important limitations of our work, such as endogeneity and sample selectivity.

Examining how athletic staff influence Latinx college athletes' intent to graduate

Guillermo Ortega, Idaho State University

Melody Alanis, Texas A&M University

Allison Smith, University of Massachusetts-Boston

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 8

Diversity

Friday, June 3, 2022, 3:15 PM - 3:35 PM

The United States continues to see an increase in the Latinx demographic, and the National Collegiate Athletic Association (NCAA) is no exception. The NCAA has reported approximately 30,000 college athletes identifying as Latinx, making them the third-largest demographic next to Black and White college athletes (NCAA, 2020a). Furthermore, the NCAA's Growth, Opportunities, Aspirations and Learning of Students in college (GOALS) report highlights how Latinx are the largest first-generation population participating in college athletics at 33% (GOALS, 2015). Despite their growth, Latinx college athletes' participation in the NCAA remains understudied.

While limited, research on Latinx college athletes have examined their racial identities, grade point average (GPA), and their campus experiences (Grafnetterova & Banda, 2021; Ortega, 2021a, Ortega 2021b). However, no study has specifically examined Latinx college athletes' intent to graduate. It is timely to examine what factors are associated with Latinx college graduation rates because Latinx students' academic attainment is the lowest compared to other racial groups. According to the US Census Bureau (2019), 12.2% of the Latinx population obtained a bachelor's degree compared to Blacks (15.1%) and Whites (22%).

Therefore, the purpose of this study is to examine how athletic staff interactions influence NCAA Latinx college athletes' intent to graduate. We focus on athletic staff because athletic departments have created various academic support services to help enhance college athletes' academic roles (Huml, 2018; Huml et al., 2019). Thus, we used the Student-Athlete Climate Study (SACS) dataset and Nora's (2003) Student Engagement/Institutional Model, to address the following research questions:

1. How does athletic staff interactions relate to the intent to graduate for Latinx college athletes?
2. What campus interactions are positively related to Latinx college athletes' intent to graduate?

This study used Nora's (2003) Student Engagement/Institutional Model to understand Latinx college athletes' intent to graduate. Nora's (2003) model was created to specially examine campus interactions that influence Latinx student persistence and graduation. The model consists of six components: (a) precollege and pull factors, (b) sense of purpose and institutional allegiance, (c) academic and social experiences, (d) cognitive and noncognitive outcomes, (e) goal determination and institutional allegiance, and (f) persistence. However, we used the Nora's (2003) Model, the available SACS dataset variables, and literature on college athletes to understand Latinx college athletes' intent to graduate. Using a logistic regression, we found in our sample of 389 NCAA Latinx college students that high school GPA was a significant predictor to understand Latinx college athletes' intent to graduate. Additionally, Latinx college athletes who interacted with their faculty outside the classroom had higher odds of intending to graduate. Next, Latinx college athletes who identified as STEM majors had higher odds of intending to graduate compared to non-STEM majors. When examining at athletic department interactions, we found a positive association between Latinx college athletes' interactions with teammates and their head coach. The findings in this study have implications for the NCAA, athletic departments, and higher education institutions to measure the graduation rates for Latinx college athletes.

Postponement of the 2020 Tokyo Olympic Games. Exploring the Effects of the COVID-19 Pandemic on Sport and Exercise Participation Among Different Japanese Age Segments

Ryuta Yoda, Coventry University

Rui Biscaia, University of Bath ADVISOR

Benoit Senaux, Coventry University ADVISOR

Ian Brittain, Coventry University ADVISOR

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 8

Other

Friday, June 3, 2022, 3:15 PM - 3:35 PM

Increasing sport participation attitudes and behaviours is often among the main reasons for hosting international sport events (Bason and Grix, 2018). However, the COVID-19 pandemic led to the cancellation and postponement of the majority of these events, with the 2020-Tokyo Olympic Games being the most prominent postponement. Given that the postponement of international sport events is rare, previous studies have not examined how postponements may affect host citizens' attitudes and behaviours towards sport and exercise.

To address this gap, the purpose of this study is to explore how postponement of the 2020-Tokyo Olympic Games affects attitudes and behaviours towards sport and exercise among young (20's) and older individuals (60-70's). We focus on these segments because younger people are more likely to be inspired by events (Ramchandani et al., 2012), and the aging population trend worldwide (WHO, 2018) requires cities to invest in healthy aging. A total of 49 semi-structured interviews were conducted remotely between August-October 2020 with residents from Tokyo and Oita. Interviews were conducted in these two cities to provide a better understanding of the event's impact beyond the hosting city, and Oita was selected because it is well-equipped with sport facilities but not linked to the Olympic Games. Participants were recruited using homogenous and snowball sampling (Saunders et al., 2009). A thematic analysis was employed using NVivo based on identified themes to find trends within the data (Clarke and Braun, 2017).

The results indicate that interviewees from both age groups did not change their attitudes and behaviours towards sport and exercise amid the postponement of the 2020-Tokyo Olympic Games. The participants explained the impact of the pandemic was overwhelming and it had larger impacts that prevented sport participation (e.g., closure of sport facilities). As several restrictions were introduced on sporting facilities or on how people could participate in sport and exercise globally (Brand et al., 2020), the Japanese government also requested schools and public sport facilities to be closed (Suzuki et al., 2020). While results suggest the event postponement had little to no impacts on attitudes and behaviours towards sport and exercise, some participants in their 20's mentioned that if the Olympic Games had been held as planned, they might have experienced positive impacts. This is because they were inspired to be more active by the 2019 Rugby World Cup held in Japan and would expect similar effects to be triggered by the 2020-Tokyo Olympic Games. These findings suggest that the postponement of international sport events has limited impacts on citizens' attitudes and behaviours towards sport and exercise, but it may represent a lost opportunity to inspire more people. It is therefore crucial to balance the public health strategies with the provision of sport and exercise opportunities in case of potential postponements in the future.

Diversity and equity in community sport board decision making: An intersectional analysis

Dawn Trussell, Brock University
Shannon Kerwin, Brock University
Laura Lozinski, Brock University
Teresa Hill, University of Toronto
Talia Ritondo, Brock University

20-minute oral presentation (including questions)

Management

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Diversity

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Rationale & Aim of the Study: With volunteer boards determining the experiences of community sport throughout North America, it is important to understand how their experiences shape the decision making around sport programming through the lens of creating an equitable sport landscape (Kerwin, Doherty, & Harman, 2012). Given that identities such as gender, race, (dis)ability, class or caste, sex, and sexuality are social positions that possess societal status and power (e.g., Fink, 2016; Sartore & Cunningham, 2010; Trussell, Kovac, & Apgar, 2017; Walker & Melton, 2015), it is important to understand how volunteer board members' diverse social identities influence sport governance, particularly in the context of promoting more equitable sporting cultures. Thus, the purpose of this study was to critically examine the inclusion of diverse identities in community sport board decision-making.

Methods: For one sport, six regional districts, across Ontario, Canada representing diverse geographical areas and player densities participated in the ethnographic study. Observations during monthly/bi-monthly board meetings (58 observations with 6 District Boards) took place for one year with each district, alongside interviews with 31 board members from these districts. Guided by Braun and Clarke's (2006, 2016) framework for thematic analysis, district policies and documents were analyzed with over 1200 total pages of board meeting observation notes, interview transcripts and documents to analyze. Bi-weekly team analysis meetings occurred over 2.5 years.

Findings: Preliminary findings show an overall lack of planning and strategy in discussions around diversity across the six districts as well as a difference between the status and power of board members. Although boards might articulate the goal of inclusion or acknowledge that a more equitable culture and programming is needed, evidence of silence, maintenance of the status quo and practices to resistance are being uncovered across and within districts. For example, while increasing female participation is a stated value across the boards, no clear or measurable objectives were put in place to determine the success in changing board culture as well as program initiatives. In districts where attempts are being made to increase gender parity, there remains a focus on equality of numbers as opposed to equitable experiences. One board created a task force spurred by the Black Lives Matter movement; however, continued marginalization of Black board members as well as unsustainable initiatives leaves its future uncertain. All other boards operated on a platform of silence in relation to racial equity. Finally, when boards did think about equality initiatives, they did not acknowledge intersecting social identities.

Implications/Contributions to the Body of Knowledge: From a theoretical standpoint, the findings challenge the notion that stated goals of equity as well as diverse board member identities will inherently lead to positive social change. In terms of applications to practice, the data suggest that clarity (e.g. mission statements), principles of organizing (e.g. codes of conduct) as well as acknowledgement of power and board interpersonal relations must be considered when working towards the promotion of greater intersectional equity in sport decision-making and programming initiatives.

Facilitated Dependency in SDP: Grassroots Perspectives

Ashlyn Hardie, Texas A&M University

Marlene Dixon, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 6

Other

Friday, June 3, 2022, 3:15 PM - 3:35 PM

Nonprofit organizations (NPOs) continue to multiply, diversify, and specialize to address increasingly complex and consequential social issues (Austin, 2000). Growing numbers of organizations have strained traditional funding streams, unable to provide adequate resources for all. Consequently, NPOs must seek support for various forms of capital from other stakeholders (e.g., philanthropic donors, private corporations; Jones et al., 2020).

As NPOs engage with external stakeholders, differences in logics, mission, and values often arise. These challenges can lead to mission drift, failure to meet program objectives, and occasionally organizational decline/collapse (Hillman et al., 2009). Some organizations effectively respond to tensions by practicing ceremonial conformity (Meyer & Rowan, 1977), or hybridity (Svensson, 2017), whereby they are able to move forward toward organizational goals. However, even these successful negotiations and adjustments have not solved the primary issue of resource dependency (Pfeffer & Salancik, 1978) within the sector. While mutual dependency does exist, most frequently dependency is a one-way relationship where organizations recognized as being illegitimate or of lower status/power perpetually remain dependent on legitimate, high status/power organizations for resources. In fact, the landscape of the SDP sector (embedded in postcolonial power imbalances; Darnell et al., 2019) arguably facilitates perpetual dependency, which consequently prevents maximal progress and success of the organizations involved.

While previous scholarship has addressed how organizations navigate the complexities of resource dependent relationships, this study seeks to understand the core issue of power imbalance and associated tensions within the SDP sector (Giulianotti et al., 2019) and bring grassroots voices to the forefront of the conversation regarding solutions. This research will address gaps in the literature both within SDP, and the broader nonprofit literature. Specifically, this study explores the following questions: (1) How do power imbalances impact grassroots organizations in the short and long term, and (2) What are solutions for alleviating power dynamics between grassroots organizations and funders?

Given the power-laden context of the SDP sector, a critical narrative approach (Hickson, 2016), is employed for this in-process empirical study. The participant sample (approximately 20) consists of a global range of grassroots leaders, meeting the study criteria. These individuals participated in in-depth interviews via Zoom, asking questions regarding their experience navigating external partnerships, and how decisions have impacted program sustainability and success. Data will be iteratively analyzed with inductive coding following tenets of narrative analysis (Hesse-Biber, 2017).

Preliminary findings from the first nine participant interviews reveal the following relative to resource dependency theory: (1) the adjustments made to alleviate tensions often have negative repercussions for the organizations' achievement of goals, (2) grassroots leaders have become increasingly resistant to- and frustrated by- the seemingly uninformed and/or hyper-structured restrictions of funding streams, and (3) funding streams with certain expectations are no longer realistic or worthwhile to pursue.

Practical implications include a need for funders to adjust to a more bottom-up, unrestricted approach. This includes increased efforts on flexible funding and reporting processes, and capacity building for non-negotiable aspects of partnership collaborations. The overall success of these funding initiatives and partnerships depends on it.

Towards a Safe Sport Culture in High Performance Sport: Listening to Athlete A, B and C

Eric MacIntosh, University of Ottawa

Alison Doherty, Western

Shannon Kerwin, Brock University

20-minute oral presentation (including questions)

Management

Management 15

Organizational Behavior

Friday, June 3, 2022, 3:40 PM - 4:00 PM

High profile cases of maltreatment and abuse of athletes in the top levels of amateur sport competition continue to fill headlines of countries around the world. In ongoing efforts to eradicate these issues, there have been calls and action to shift the culture of high performance sport to one where abuse has no place (e.g., Canadian Heritage, 2019; True Sport, 2019). To support these efforts, there is a need for further empirical investigation of the lived experience of high performance athletes, to inform “how things are [actually] done around here” (MacIntosh & Doherty, 2005). This approach aligns with the concept of an athlete centered sport system, which has been a governance ideal and movement within several national sport systems (e.g., Canada, UK, US). There is a need to understand how an unsafe high performance sport culture is defined and perpetuated, and thus how it may be managed, to ensure a safer environment for athletes by prioritizing their voice in changing that culture.

Culture refers to the values, beliefs and assumptions that represent a pattern of behaviour among individuals in a shared context (cf. Schein, 2017). Ideal values may be espoused by leaders and become entrenched in a given system (Bell-Laroche et al., 2014; Di Stefano et al., 2019) - consistent with national sport organization efforts to promote positive values - however, the lived culture of individuals in the system may be quite different (Dolan & Garcia, 2002; MacIntosh & Spence, 2012). Lived culture is manifested in overt behavioural practices and can be described by individuals and made known to others (including researchers). The purpose of this study is to uncover athletes’ perspectives of both safe and unsafe aspects of high performance sport culture in Canada, and how those aspects are perpetuated, as a basis for change towards an embedded safe sport culture.

One-on-one semi-structured interviews are being conducted and recorded virtually with a purposeful random sample of high performance athletes aged 18+ years. Twenty-three interviews have been completed to date, with data collection ongoing until saturation of perspectives is reached. Recruitment is through social media and a Canadian high performance multi-sport organization with a direct connection to athletes. The fully transcribed and verified transcripts are coded independently and then collectively by the research team, to first classify athletes’ perspectives of safe and unsafe practices and their mechanisms, and then to uncover the underlying values, beliefs and assumptions of those practices.

Initial coding reveals athletes’ experiences with both safe (e.g., supportive community) and unsafe (e.g., domination, exclusion) practices, and the values these practices represent. The findings also reveal many more examples of mechanisms that would be consistent with a safe culture than are being engaged in by sport organizations. The study contributes to existing knowledge about athletes’ lived experiences in high performance sport in Canada (Johnson et al., 2018; Kerr & Stirling, 2019) and will help inform policy and practice in creating and sustaining a safe sport culture.

The influence of team-related and fan-community-related perceptions about a local collegiate sport team on the spectating intentions of the general public: The moderating effect of self-construal

Junho Kim, Seoul National University

Dohee Lee, Seoul National University

Jisuk Chang, Seoul National University

Choong Hoon Lim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 15

Consumer Behavior

Friday, June 3, 2022, 3:40 PM - 4:00 PM

Successful collegiate sports teams have been regarded as an effective tool in promoting universities' positive reputation and image. Indeed, past studies indicate that universities with high performing sport teams tend to enjoy positive outcomes not only within the student body, but also attract higher quality (Tucker & Amato, 1993) and quantity (Ehrman & Marber, 2008) of applicants. However, most past studies regarding collegiate sports' influence on the community have focused on the success of the team (i.e., competence). Yet, the Stereotype Content Model suggests that evaluations about others (i.e., social groups, brands, etc.) tend to be based on the three dimensions of competence, sociability, and morality (Brambilla et al., 2011). Furthermore, the consumer behavior literature indicates that individuals make decisions to purchase products not solely based on their perceptions of the brand/product itself, but also based on their perceptions about the brand's users (Antonetti & Maklan, 2016). Finally, individuals with an independent self-construal defines the self as distinct from others and tend to evaluate products based on its core attributes, while individuals with interdependent self-construals view themselves as interconnected with others and tend to incorporate contextual cues and relationships in their evaluations (Yang & Mattila, 2020).

Upon this background, the current study hypothesized that perceived team traits (team competence, sociability, and morality) and perceived fan community traits (fan community competence, sociability, and morality) will positively influence individuals' intention to spectate. Furthermore, self-construal will moderate the relationship where the influence of team traits will be accentuated by independent self-construal, while the influence of fan community traits will be accentuated by interdependent self-construal.

A pretest (N=108) was conducted for stimulus material development, through which 54 descriptors about a fictional collegiate soccer team and its community's competence, sociability, and morality with varying valences were created. In the main study, participants were presented with 6 random descriptors (out of the 54). Data was collected via online survey (N=415) and hypotheses were tested using PLS-SEM. Direct effect results indicated that Team Competence ($\beta=0.245, p<.05$) and Team Morality ($\beta=0.142, p<.05$) positively influenced spectating intentions, while for the fan community-related traits, only Fan Community Competence ($\beta=0.130, p<.05$) was significant. Interdependence also positively influenced spectating intentions ($\beta=0.188, p<.05$).

Importantly, Independence moderated the relationship between Team Competence and Spectating Intentions ($\beta=0.177, p<.05$), where Team Competence had a stronger effect for those higher in independence. Interdependent self-construal moderated the effects of Fan Community Competence ($\beta=0.145, p<.05$) and Fan Community Sociability ($\beta=0.171, p<.05$) on spectating intentions, where the relationship was stronger for those with higher interdependence.

This study examined how perceptions regarding the fan community and team influences the behavioral intentions of the community. Results suggest that collegiate sport teams should not only pursue high performance standards, but also instill a tradition of high moral conduct. Also, the current study revealed that those with high independent self-construals are more influenced by team competence, while those with high interdependent self-construals are more influenced by the fan community's competence and sociability, indicating the importance of cultivating competent and more importantly sociable communities.

Do uncertain outcomes matter for ticket prices? The National Football League's secondary ticket market

Yohan Lee, University of Northern Colorado

Yoon Tae Sung, University of Northern Colorado ADVISOR

Hoyoon Jung, Texas Tech University

20-minute oral presentation (including questions)

Finance/Economics

Communications 8

Economics

Friday, June 3, 2022, 3:40 PM - 4:00 PM

This study explores how ticket prices change in relation to money lines as a proxy of outcome uncertainty (e.g., Coates & Humphreys, 2012) in the National Football League (NFL) secondary ticket market. Studying the pricing structure of the secondary ticket market is essential with its increased volume (e.g., StubHub was valued around \$4 billion in the market; Valinsky, 2019), sales, and consumer demand (Rishe et al., 2014). Most secondary ticket market studies have focused on consumer demand factors: time-related variables, game-related variables, environmental variables, and performance variables (Schreyer et al., 2016; Shapiro & Drayer, 2014). As secondary ticket market is appeared completely demand-driven market (Shapiro & Drayer, 2014) and consumer demand for uncertain games in North America is generally high (Buraimo & Simmons, 2008), exploring the relationship between the uncertainty of outcome hypothesis (UOH) and secondary market ticket prices is important to comprehend not only the market structure but also NFL fans' preferences on UOH. Thus, this study can provide the degree to which outcome uncertainty changes ticket prices, controlling for other demand factors that were found to influence ticket prices.

The authors collected 11,776 observations from StubHub for eight NFL teams (i.e., one per division). The uniqueness of this study is that observations are stored four days prior to a game day to the actual game day, focusing on the degree to which outcome uncertainty influences sellers' prices until an NFL game starts. Accordance with previous sporting event reports, half of the ticket transactions are occurred 10 days prior to a game day (Wakefield, 2018) and approximately 20% of participants purchased tickets on game day (Burke, 2016). With this idea, we developed and tested the following regression model for UOH and other demand-driven factors found in previous literature: $\ln(\text{Ticket Price}) = \beta_0 + \beta_1(\text{Game uncertainty}) + \beta_2(\text{Precipitation}) + \beta_3(\text{Home team income}) + \beta_4(\text{Number of Pro Bowl players}) + \beta_5(\text{Game week}) + \beta_6(\text{Home team postseason status in the previous year}) + \beta_7(\text{Away team postseason status in the previous year}) + \beta_8(\text{Division}) + \beta_9(\text{Conference}) + \beta_{10}(\text{Day of a game})$.

Approximately 36% of the variance in secondary ticket market prices was explained by the variables of interest. Specifically, our results showed that listed ticket prices increased as the game day neared when games were considered more uncertain. Following outcome uncertainty, we found unexpected outcomes with division/conference games and weekday games. Unlike previous findings, ticket prices in the NFL secondary market increased for non-divisional/interconference and weekday games.

Our finding for UOH indicates that resellers can have more positive experiences (e.g., profits) by selling seats for games with more uncertain results when they are not able to attend. As a growing number of resellers sell their tickets and consumer demand for the secondary ticket markets increases, there can also be more potential season ticket holders who want to take this advantage by purchasing season tickets. In turn, it can be a good opportunity for NFL teams to increase their season ticket holders and revenue when resellers have optimistic experiences in the secondary ticket market (Lewis et al., 2019).

Hegemonic masculinity in golf: The experiences of female PGA interns

Michael Mignano, Michigan State University
Daniel Gould, Michigan State University ADVISOR

20-minute oral presentation (including questions)
Socio-Cultural
Socio-cultural 8

Diversity
Friday, June 3, 2022, 3:40 PM - 4:00 PM

Women make up 24% of golfers in the United States, including an increase of a half million on-course female golfers in 2020 (National Golf Foundation, 2021). However, female membership in the Professional Golfers Association of America (PGA), one of the largest sport organizations in the world, has remained stagnant at 4-5% (PGA, 2021). Additionally, over the past several decades, female golfers have dropped out of the game, and female PGA members have become inactive, at a rate of twice that of males (Kitching, 2018). Institutional, psychosocial, and physical barriers exist within the sport of golf to account for differences in both participation levels and employment of women in the industry. Women in golf have reported feeling inadequate, inferior, and excluded, both while playing the game and working in the industry (Kitching, 2018). For example, Kitching and colleagues (2017) found that both apprentices and full-time female PGA professionals in Great Britain and Ireland faced career progression barriers, access issues, and low expectations, both on and off the golf course.

These reports aligned with similar performance pressures that women have recounted in other male-dominated occupations (Kanter, 1977; Yoder, 2001; McGinnis, 2005). More specifically, family commitments, unrealistic working hours, gender roles, and a lack of schedule flexibility have been cited as reasons of attrition for female employees in golf (MacKinnon, 2013). Previous research has focused on these barriers that present as sexism, tokenism, and discrimination tactics found in the form of hegemonic masculinity of golfers at all levels, from participation to governance (McGinnis et al., 2005). Hegemonic masculinity in sport refers to the ideological and institutional perpetuations of social closure, exclusionary practices, implicit sexism, and overall inhibition of women as participants, leaders, and employees in the golf industry (Connell, 1987; 2005). With a better understanding of the experiences of female PGA interns, the golf industry can improve its current participation/representation gap through cultural changes and policy implementation. The purpose of this study is to understand the experiences of female PGA interns in the United States. Using hegemonic masculinity as a theoretical framework, the current study will take a critical inquiry into the employment of women, ages 18-26, with the goal of depth of experience, rather than generalizability.

Topics will include physical, psychosocial and institutional barriers as well as incidence of sexism, tokenism, social closure, and implicit biases in the workplace. The author will use a qualitative research design including semi-structured interviews with 10-12 participants who identify as female and who have completed an internship experience with the PGA of America within the past 12 months (PGA Associates, PGA Golf Management students, and PGA Fellows). A critical and ideological perspective will be utilized throughout the data collection process to further examine the experiences of female PGA interns and participation/representation gaps within the sport of golf. An interview guide will allow for deductive data analysis of the participants based on hegemonic masculinity while also allowing for inductive thematic analysis to observe the unique experiences of each female PGA intern's experiences.

Refining the Process of Sustainability Strategy: Conceptualizing Materiality Assessment in Sport

Anne Dietrich, Texas A&M University

Brian P. McCullough, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Management

Management 16

Strategic Management

Friday, June 3, 2022, 3:40 PM - 4:00 PM

Researchers have examined the sustainable aspects of sport, including how sport impacts and relies on the environment (McCullough et al., 2020a), drives economic gains (Homafar et al., 2011; McKinsey & Company, 2020), and reflects and facilitates social change (Czula, 1979; Green, 2009). However, most sport organizations do not formulate data-informed strategies and consequently, they are less likely to report their sustainability (i.e., environmental, social, economic) efforts than other industries (McCullough et al., 2020b; Trendafilova & Nguyen, 2015). For example, only 11% of sport organizations have a formal strategic plan to address sustainability issues (Trendafilova & Nguyen, 2015), despite the positive association among sport sustainability initiatives with increased brand reputation (Babiak & Wolfe, 2006), emotional connection and support from fans (Inoue & Kent, 2012), and improved financial performance (Bradish & Cronin, 2009) when reporting on material topics.

The Global Reporting Initiative (GRI) recommends a materiality assessment to evaluate stakeholder groups' support of sustainability initiatives to achieve such outcomes. Based on those insights, organizations develop a strategy to integrate and operationalize sustainability initiatives. Yet, this approach is absent in sport research and uncommon in practice. Thus, the purpose of this presentation is to introduce materiality in a sport context, providing its theoretical foundation, application, and benefits as a science-based method to strategic sustainability planning and reporting.

Materiality assessment is a method of identifying meaningful (i.e., material) sustainability issues, deriving strategy, and reporting on initiatives that align with stakeholders' needs and expectations. It acknowledges the interdependence of the organization with social, environmental, and economic issues and their influence to create long-term shared value (Hart, 1995). Therefore, we argue that materiality assessment is a powerful tool for sport organizations to derive stakeholder-based sustainability strategies and communications (i.e., reporting). However, materiality assessments in sport have not been formalized. This gap may explain the sector's lack of knowledge about material issues, misunderstanding of stakeholders' expectations, and absent instructions on operationalizing materiality (Carmichael, 2020; Casper et al., 2020). To this end, the nescience of materiality assessment outcomes on organizational performance needs clarification in sport. To improve this, we address the relationship between materiality and stakeholder groups in sport to prevent misconceptions of its application, to ensure the utility of the method and its legitimacy among researchers and practitioners.

In this presentation, we formally conceptualize materiality assessment to the unique aspects of sport. Second, we present an overview of the literature on sustainability reporting and materiality assessment in organizations to establish materiality's legitimacy and benefits. Third, we note how corporate social responsibility in sport (Rowe et al., 2019) and sport ecology (McCullough et al., 2020a) differentiates sustainability in sports from other business sectors (Ferrell et al., 2019; Hoffman, 2018). Fourth, we highlight the benefits of materiality assessment for sport organizations, drawing on traditional sport theories (consumer and organizational behavior) and support from non-traditional sport theories (e.g., industrial ecology). Benefits include improved fan identification, brand value, and reduced risk, among others. Concluding, we highlight future research directions for materiality assessment within sport.

Motivations and Level of Collaboration in Multi-Organizational Collaboratives within Sport for Development and Peace (SDP)

Seungmin Kang, North Dakota State University

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 6

Other

Friday, June 3, 2022, 3:40 PM - 4:00 PM

Collaboration with external stakeholders has become a common strategy for sport for development and peace (SDP) agencies due to their limited capacity and broad social change-focused missions (Svensson & Hambrick, 2019; Welty Peachey et al., 2018). To date, large charitable foundations (e.g., Laureus) and SDP network organizations (e.g., Beyond Sport, streetfootballworld) have invested considerable resources to promote multi-organizational collaborations. However, the current literature remains limited to inter-organizational relationships between two actors rather than collaboration platforms involving many different actors (i.e., nonprofit collaboratives). This calls for exploratory research to advance our understanding of how multi-organizational collaborations are manifested within the SDP field.

Although motivations for collaboration can be an important indicator for the level of partnership involvement and subsequent outcomes, few prior SDP studies have directly examined the motivations of local practitioners for the multi-organizational collaboratives established by a larger charity foundation or network agency. Therefore, the purpose of this study was to explore the motivations of local practitioners involved in collaboratives and the level of collaboration in SDP collaboratives. Austin and Seitanidi's (2012) nonprofit collaboration continuum served as an underlying framework to better understand the level of collaboration (i.e., philanthropic, transactional, integrative, and transformational) based on the engagement and value creation among partners.

Two research questions guided this study: (a) Why did member organizations get involved in the SDP collaboratives? and (b) What level of collaboration do the nonprofit collaboratives provide? An interpretive qualitative research methodology was used for the purpose of this study (Merriam & Tisdell, 2016). Two citywide multi-organizational collaboratives in the United States were purposefully sampled (Patton, 2015). Semi-structured interviews were conducted with a total of 30 representatives involved in the collaboratives. Publicly available documents including newsletters, annual reports, and web articles published by the collaboratives were also used as a secondary data source. Data were analyzed through a two-step coding process (Saldaña, 2013).

Several key themes emerged regarding the two research questions. Specifically, local practitioners were motivated to get involved in the collaboratives for (a) resource acquisition, (b) improved promotion of service, (c) prior experiences within similar collaboration platforms, (d) perceived mission alignment, (d) the reputation of the backbone foundation, or (e) based on recommendations from the foundation's staff. In terms of the level of collaboration, the majority of local organizations were engaged in philanthropic and transactional levels of collaborations although there were a few exceptions of some members reporting higher levels of collaboration (i.e., integrative collaboration).

Findings from this study contribute to calls for studies on the nature of multi-organizational collaboratives in SDP (Svensson & Loat, 2019; Whitley & Welty Peachey, 2019). From a theoretical perspective, the findings from this study expand existing knowledge on why and when local organizations are willing to engage in multi-organizational SDP collaboratives initiated by a large funder or network organization. This study also has important practical implications since nonprofit collaboratives are difficult to manage and sustain (Nowell, 2010). Specifically, the findings highlight the relationship between the motivations of partners and the levels of collaboration between member organizations.

Conceptualizing and Measuring the Sports Celebrity Consumer-Based Brand Equity

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Anna Zarkada, Cyprus University of Technology*

20-minute oral presentation (including questions)

Marketing

Marketing 16

Branding

Friday, June 3, 2022, 3:40 PM - 4:00 PM

Research on sport celebrity brands is popular among sport marketing scholars; however, the topic of the sports celebrity consumer-based brand equity (CBBE) is largely underexplored (Osorio, Centeno & Cambra-Fierro, 2020). To date, academic research regarding sports celebrities has focused on conceptualizing (Zarkada & Tzoumaka, 2020) and measuring the brand image using (i) Keller's (1993) brand associations (Arai, Ko, & Kaplanidou, 2013; Carlson & Donovan, 2013) or (ii) Aaker's (1997) brand personality frameworks (Kunkel, Biscaia, Arai, & Agyemang, 2019; Lunardo, Gergaud, & Livat, 2015). Nevertheless, a holistic approach for measuring the sports celebrity CBBE is still missing.

Keller's (1993) CBBE approach, is one of the most cited, utilized and accepted models, also applicable to human brands (Osorio et al., 2020; Arai et al. 2013), and therefore legitimately used as the theoretical basis for the present study. More specifically, the operationalization of the sports teams' CBBE (Bauer, Sauer & Schmitt, 2005) that comprises four dimensions: brand familiarity, product-related brand attributes, non-product related brand attributes and brand benefits, was extrapolated to the sports celebrities' context.

The present study proposes that similarly to the sports teams' CBBE, the conceptual model of the sports celebrity CBBE will comprise the 4 above-mentioned dimensions:

1. The brand familiarity -> the knowledge of the celebrity soccer player as a (i) person and a (ii) professional.
2. The product-related brand attributes the player's perceived -> (i) performance, and the (ii) skills.
3. The non-product related brand attributes -> the player's perceived (i) sportsmanship, (iii) the work ethic and the (ii) appearance.
4. The brand benefits - > (i) the identification with the soccer player and (ii) the team identification.

Method

The research approach was a cross-sectional, one-group post-test, quasi-experimental survey (Cook & Campbell, 1979, p. 95). An online data collection was conducted using eight versions of an initial questionnaire, to include eight celebrity soccer players -the names of which emerged via a preliminary survey- randomly assigned to participants. The sampling frame was set to soccer fans in Europe, the continent's most popular sport. 880 fully usable questionnaires were collected within 45 days, presenting a satisfactory response rate of 34.5% (Deutskens, de Ruyter, Wetzels, & Oosterveld, 2004).

Data Analysis

To test the proposed model, the STATA12-Æ statistical package was used to run a two-step confirmatory factor analysis, followed by a SEM test. The sample was randomly split in two equally sized (1) calibration and (2) validation sub-samples.

Results and Discussion

The majority of the participants were male (91.34%) with mean age of 27.41 years. 21.64% were college students, 53.03% college graduates, 12.53% held a Masters' Degree and 1.46% a PhD. Of those 49.9% were employed. The majority (76.83%) identified football as their favorite sport, with their level of interest being M=4.53/5, while 83.91% declared being fans of one of the big 4 football clubs in the country. Overall, the preliminary results of the data analyses support the proposed model, with good fit indices and the SEM confirms that the CBBE helps predict a number of behavioral outcomes.

Best practices in experiential learning for sport management students: A Super Bowl approach to learning through hands-on experience.

Nicholas Smith, Troy University (phd student) / Florida International University

Joshua Greer, Bethel University

Hyejin Bang, Florida International University ADVISOR

20-minute oral presentation (including questions)

Teaching/Learning

Communications 8

Experiential/Service

Friday, June 3, 2022, 4:05 PM - 4:25 PM

Student volunteer groups are often imperative to the success of Sport Mega Events (SMEs). Experiential learning is also important for students of sport management for it helps facilitate growth and understanding of the field which they are about to enter as professionals. Results from Parker et al. (2009) study show that students benefit by having real world experiences integrated into their academic studies. Studies have also shown that student volunteer experiences can still provide students with an opportunity to learn and grow from that experience (Parker, et al., 2009; Bennett, 2003). Moreover, experiential leaning is recommended by the Commission on Sport Management Accreditation (COSMA) and many sport management educators throughout the country.

Sport Management professors from the campuses of Bethel University (TN) and Florida International University (Miami) provide recommendations, best practices, and unanswered questions on leading their student volunteer groups to the 2020 Miami Super Bowl. The importance of experiential learning at this type of SME is highly encouraged in sport management cities that host sport mega events. Lessons learned, unanswered questions on sport politics, student outcomes, and a calendar recommending best practices to other sport management educators is introduced.

The purpose of this work is to provide recommendations to other sport management educators who may consider leading a student group of volunteers to future SMEs including the Super Bowl. This presentation will provide an overview and outline for the planning and implementation of experiential learning that took place during the activities and events leading up to Super Bowl LIV in Miami, Florida.

Environmental Jolt and Community Engagement: How Professional Sport Teams Responded to the COVID-19 Pandemic

Goun Ji, University of Michigan

Kathryn Heinze, University of Michigan ADVISOR

20-minute oral presentation (including questions)

Management

Management 15

Corporate Social Responsibility

Friday, June 3, 2022, 4:05 PM - 4:25 PM

Given their local embeddedness, professional sport teams' community engagement is a significant part of delivering their corporate social responsibility (CSR) goals. Community engagement refers to an organization's involvement in the local geographic region, aimed at addressing social issues and promoting the well-being of the community members (Bowen et al., 2010; Deigh et al., 2016). In professional sport, teams' community engagement includes, but is not limited to promoting youth development, education, and health, through programs, infrastructure, volunteering, and donations (Babiak & Kihl, 2018; Rowe et al., 2019). These activities have potential benefits for community stakeholders (e.g. resources, furthering social causes), as well as teams (e.g. goodwill with fans, employees).

Much of the research on CSR in sport, including the more specific area of community engagement, is focused on "settled times," or when there is more stability in the institutional environment (Swidler, 1986). During these periods, professional teams may have the time and capacity to develop a strategic approach to community engagement - going through a process that includes identifying needs in the local region, meeting with local leaders, considering the team's own strengths, and deciding on focal social issues and partnerships that are a fit with team resources and goals (Porter & Kramer, 2011; Heinze et al., 2014).

We know less about professional sport organizations' community engagement during "unsettled times" or when there is a disruption and uncertainty, as in the case of an environmental jolt. Environmental jolts are exogenous shocks or events that are difficult to foresee (Meyer, 1982), such as natural disasters, financial crises, and pandemics, like the COVID-19. In response to a jolt, teams may reduce their community engagement, given threats to their core functions, limited time, and resources (Thompson et al., 2008). Alternatively, organizations may expand or shift their focus or approach to include new or growing areas of need, methods of delivery, and partnerships. In this study, we investigate these open questions: how do professional sport teams' approaches to community engagement change in response to an environmental jolt? And is there variation in teams' response, by league?

To investigate these questions, we use qualitative, content analysis. Our empirical context is the community engagement of 123 teams in the 4 major men's leagues in North America (NBA, NHL, MLB, NFL), before and during the COVID-19 pandemic. The data include 3,362 news articles written by the teams about their community engagement activities. Data were collected for two time periods: pre-pandemic (September 2019 to March 2020) and peri-pandemic (March to August 2020), using criteria aligned with the definition of community engagement. Our coding process includes both inductive and deductive approaches: drawing on existing frameworks (e.g. Sheth & Babiak, 2010; Walker & Parent, 2010) to develop an initial coding dictionary (e.g. categories such as focus areas, resources, partnerships), but generating additional codes, inductively. We will identify themes for each time period, and then compare across periods. This study will contribute to the literature on CSR in sport by revealing how teams' community engagement is shaped by jolts or threats.

Somebody high-five me!: Exploring motivations of connected fitness brand users

Brianna Newland, New York University

Eric Hungenberg, University of Tennessee - Chattanooga

Melissa Davies, Ohio University

Thomas Aicher, University of Colorado - Colorado Springs

20-minute oral presentation (including questions)

Marketing

Marketing 15

Motivation

Friday, June 3, 2022, 4:05 PM - 4:25 PM

Scholars have examined sport participation motives of runners (Davies et al., 2019), endurance athletes (Aicher & Newland, 2018), endurance events (Newland & Aicher, 2018), and fitness (Ingledeew & Markland, 2009). One area of participation with tremendous recent growth, but remains under researched, is the connected fitness industry. Connected brands, like Peloton, offer users unique opportunities to share data, socialize, and track each other's performance socially. The growth of connected fitness products presents an opportunity to explore the motives of users and their relationship with the brand's community. Therefore, the purpose of this study is to define the motives of users to examine key differences in their relationship to the brand community.

To explore the connected fitness brand with the largest market share, Peloton users were recruited to complete a survey through brand-associated social media pages and snowball sampling of users connected to the researchers. A total of 711 responses were collected; only 663 were completed and used. The sample was female (85%), White (86%), high income households (68% >\$150,000), and an average age of 40. Participants used Peloton products 22.6 days in the previous month and engaged with the brand's social pages occasionally ($M=3.2$; 1=none and 5=frequently).

The questionnaire included demographic (e.g., age, income), social engagement (i.e., Peloton-related Facebook groups use frequency), and exercise behavior (e.g., number of classes taken in the previous 30 days and total lifetime classes). Engagement motives were measured by 16-items including appearance, weight management, positive health, affiliation, social recognition, challenge, revitalization, and stress management (Markland & Ingledeew, 1997). Four items related to "sense of brand community" were adapted from Palazon et al., (2019).

K-Means cluster analysis was employed to categorize users based on motivational orientations. Once the groups were determined, we ran ANOVAs to identify differences in sense of brand community, exercise behaviors, and social media engagement across segments.

K-Means cluster results identified three groups: (1) Health Conscious ($n=194$) scored highest for: stress management ($M=4.19$), revitalization ($M=4.09$), and general health ($M=4.49$); (2) Physique Conscious ($n=218$) scored highest for: general health ($M=4.31$), weight management ($M=4.01$), and appearance ($M=3.36$); and (3) Social Performance Conscious ($n=249$) scored highest for: challenge ($M=4.02$), social recognition ($M=2.74$), and affiliation ($M=3.48$). ANOVA results were significant for exercise behaviors, $F(2, 645)=22.126$, $p<.01$. The Social Performance Conscious group engaged with Peloton more (24.37 classes) than the Health Conscious (23.87 classes) and the Physique Conscious (19.63 classes). ANOVA results were significant for Sense of Brand Community, $F(2, 658)=28.606$, $p<.001$. The Social Performance Conscious group exhibited greater Sense of Brand Community ($M=4.0$) than the Health Conscious ($M=3.48$) and Physique Conscious ($M=3.72$). ANOVA results were significant for social media engagement, $F(2, 643) = 11.225$, $p<.01$. The Social Performance Conscious group exhibited higher social media engagement ($M=3.44$) than the Health Conscious ($M=2.97$) and Physique Conscious ($M=3.19$).

The results indicate those who are socially engaged and driven by performance are higher users of the brand and feel more connected to the community. Marketing implications from these relationships will be discussed as they relate to the motivation and fitness literature.

Conflict and Complementarity between School and Club Sport: Parents' Perspectives

Baykal Altiner, Texas A&M University

Marlene Dixon, Texas A&M University ADVISOR

Paul Keiper, Texas A&M University ADVISOR

Greg Bennett, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 8

Family

Friday, June 3, 2022, 4:05 PM - 4:25 PM

Sustained increases in both popularity and economic development of club sports in the U.S. have created conflict with well-established and traditionally accepted school-based sports institutions (e.g., Hyman, 2012). Leveraging intergroup conflict theoretical perspectives, Bennett and colleagues (2020) outlined a number of these tensions, including value, power, and economic related conflicts. They suggested athletes are usually the losers in such conflicts, caught between policy tensions and the program offerings in each system.

Intergroup conflict is "the perceived incompatibility of goals or values between two or more individuals, which emerges because these individuals classify themselves as members of different social groups" (Bohm et al., 2020, p. 4). Therefore, understanding the values and behaviors of group members, the scale of conflicts, and responses to conflict among members in each social group (i.e., club sport and school sport), can shed light on the nature of conflict, potential outcomes, and solutions (Bar-Tal, 2011, Lickel et al., 2006).

Bennett et al. (2020) argued that to begin resolving or at least managing the conflict, the voices of multiple stakeholders in both systems need to be heard and understood. Parents' voices are essential to examine as a beginning point toward a complete understanding of the issue. They are often the primary decision-makers for sport participation decisions, even from an early age (e.g., Dixon et al., 2008). Using a qualitative descriptive approach grounded in interconflict theory, the purpose of this study was to examine the voices of parents of club and school sport participants concerning the sources and solutions of conflict between the systems.

Twenty-four mothers and fathers of male and female athletes participated in in-depth interviews regarding their perceptions of the conflict between the two sport systems. Interviews were transcribed and coded using theoretical coding based on intergroup conflict theory. Preliminary coding and analysis have been conducted for this in-progress study. Initial results suggest that while some parents perceive no conflict between the systems, the vast majority report conflicts concerning time commitment, scheduling, financial strain, sport specialization, and athlete injury). Parents reported that school-based sport promoted an environment encouraging inclusivity, community, and educational outcomes. Conversely, club-based sport was described as the embodiment of elite performance and the best sporting opportunity for athletes intending to compete at higher levels (i.e., collegiate and professional). Notably, despite the conflicts, the parents from both groups suggest that both systems do and could continue to co-exist, explicating that both entities are necessary and complementary.

While analysis is preliminary, parent perceptions may vary based on the participant's and parent's level of involvement and identification with a particular sport system. Further, conflicts may be mitigated due to standards the participant places on competitive performance and the subsequent demands of each system. Finally, additional explanations may emanate from the philosophical viewpoint of the club organization, communication practices between school and club, and the status level of the parent or athlete within the team. Full results and discussion will be presented.

Exploring Practitioners' Desired Leadership Styles in Sport for Development and Peace

Seungmin Kang, North Dakota State University

20-minute oral presentation (including questions)

Sport for Development

Sport for Development 6

Other

Friday, June 3, 2022, 4:05 PM - 4:25 PM

A growing body of scholars have examined the SDP domain from a management perspective to understand how these organizations are operated. Researchers have indicated that SDP practitioners are required to balance many different tasks and responsibilities that are beyond the demand of employees in other types of sport organizations (Schulenkorf & Edwards, 2012; Shin et al., 2020). Further, SDP agencies have to operate with limited organizational capacity while balancing the needs of many different external partners (Raw et al., 2020; Welty Peachey et al., 2019). Considering these challenges surrounding the SDP sector, scholars have called for more context-specific studies of the most appropriate leadership styles in the SDP field (Schulenkorf, 2017; Welty Peachey, 2019).

While prior researchers have identified leadership as one of the key areas to advance the SDP field, leadership studies remain a significant knowledge gap with only a few existing studies focused on the potential alternative leadership approaches best suited for SDP contexts (e.g., Jones et al., 2018; Kang & Svensson, 2019; Welty Peachey & Burton, 2017). These studies provide an important starting point for exploring leadership within SDP. Yet, existing research has been limited to analysis of specific leadership styles selected by the researchers as valuable for SDP rather than the practitioners themselves. This warrants exploratory research to understand leadership styles practitioners themselves find the most important and desired in the SDP domain.

This study is guided by the following research questions: (a) What are the most desired leadership styles in the SDP sector? and (b) How can particular leadership styles contribute to improving the management of SDP organizations? An interpretive qualitative research design was chosen given the exploratory nature of the current study (Merriam & Tisdell, 2016). Data collection is planned to begin in January 2022 and is expected to be completed by March. A sampling frame of SDP staff members is currently being developed through a review of the membership directory of existing SDP networks. Semi-structured interviews will be conducted via phone with participants identified through purposeful sampling (Creswell, 2014). Data will be analyzed through an inductive coding process (Saldaña, 2013). Member check and peer debriefing will be used to ensure the authenticity of the analyzed data (Creswell, 2014; Smith & McGannon, 2017).

Findings from this study will help in developing a greater understanding of leadership from the lived experiences of SDP practitioners. Practitioners are expected to identify a broad range of leadership styles centered around empowerment, growth, transformation, and social values. Identifying which leadership styles staff members desire has important conceptual implications for future theorizing about leadership in the context of SDP. The findings are also expected to have important practical implications for how leadership development and staff training can be better developed (Shin et al., 2020). By doing so, this study is expected to be a stepping stone for empirical examinations of necessary conditions and influence of the desired leadership approach identified by SDP practitioners. Additional implications along with an agenda for future research will also be discussed in the presentation.

A Qualitative Assessment of the Mobilization of Organizational Capacity in Mature Sport Organizations

Daniel Springer, Texas A&M University
Arden Anderson, High Point University
Sayvon Foster, Texas A&M University
Marlene Dixon, Texas A&M University

20-minute oral presentation (including questions)
Management
Management 16

Organizational Behavior
Friday, June 3, 2022, 4:05 PM - 4:25 PM

Organizational capacity, defined as “the ability of a nonprofit organization to draw on various resources for achieving its desired social mission” (Svensson et al., 2018, p. 296), represents a growing area of inquiry in sport management. To date, the conversation surrounding organizational capacity has primarily focused on the need for organizations to acquire resources toward a particular end (e.g., Dixon et al., 2021). This deficit-based approach assumes that acquiring resources improves capacity; once capacity reaches a certain threshold the organization can achieve its mission. However, organizations with strong capacity still fail to achieve their mission, indicating that deployment of resources may be as important as acquisition thereof (Hall et al., 2003). For example, despite arguably possessing the capacity to achieve their espoused goals, NCAA Division I athletic departments continually fall short of their academic mission (Vanover & DeBowes, 2013). This suggests the issue is not about building greater capacity, but rather ineffectual deployment of existing capacity. Accordingly, the purpose of this study is to examine how mature, strong capacity sport organizations deploy resources toward achieving their organizational mission.

We implemented a Delphi methodology to understand and build consensus regarding the ways athletic departments deploy capacity toward non-athletic outcomes. A Delphi “is a widely used and accepted method for achieving convergence of opinion within certain topic areas” (Hsu & Sanford, 2007, p.1), including sport management (Anderson et al., 2017; Costa, 2005). In the present study, we solicited responses from nine participants with extensive intercollegiate athletic expertise and experience through three iterative rounds of survey questions accompanied by controlled feedback from the research team (Hsu & Sanford, 2007). We collected data in each round using a Qualtrics survey that included open-ended and Likert-type questions. After each round, we analyzed blinded data independently before determining consensus on themes and trends. Consensus was measured as at least 75% of the panel ranking a theme within one of the mean (Christie & Barela, 2005).

Following round one, we identified 19 themes across Hall and colleagues’ (2003) five capacity areas (i.e., financial, human, infrastructure/cultural, relationships/networks, planning/development). In round two, we asked panel members to rank themes on a Likert scale; they reached consensus on 10 of 19 themes. In round three, we instructed panel members to identify the three most salient themes from those 10.

The panel identified four primary themes that directly impacted athletic departments’ ability to achieve their academic mission: time scarcity, prioritization of football and men’s basketball, overemphasis on winning, and the centrality/authority of coaches. Based on accompanying qualitative responses, we determined that the latter three themes coalesce to produce an artificial deficit (i.e., time scarcity) across multiple athletic department stakeholder groups (e.g., staff, students, coaches). The panel suggested this deficit was correctable not with more resources, but with appropriate deployment of existing capacities.

This study informs both theory and practice in organizational capacity by exposing tensions that arise within the deployment process, and by prioritizing the need for strategically-aligned implementation of existing resources (Misener & Doherty, 2013).

Consumer's Perception of a Secondary Ticket Market Partnership: StubHub and Major League Baseball

Alicia Romano, University of Northern Colorado

Yohan Lee, University of Northern Colorado

Alan Morse, University of Northern Colorado ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 16

Consumer Behavior

Friday, June 3, 2022, 4:05 PM - 4:25 PM

Secondary ticket markets (STM) are considered well-established in the sport industry with demand-driven market characteristics (i.e., the sport ticket resale market has grown to become a multi-billion-dollar industry; Shapiro & Drayer, 2012). Secondary ticket markets operate legitimately; however, the primary markets' fraudulent ticket sales, price mark-ups, and unethical practices have negatively impacted consumer perceptions of the secondary marketplace (Drayer & Martin, 2010). Organizational survival depends upon an organization's actions and activities being perceived as legitimate (Suchman, 1995). Many secondary ticket markets have conformed and manipulated their strategies by forming partnerships with professional leagues to instill more credibility and perception of goodwill in consumers. StubHub has associated itself with Major League Baseball (MLB) to increase its credibility - creating a positive perception by the relevant society about its actions and policies (Ohanian, 1990). This positive perception is due to sponsor "fit" and brand equity.

Previous sport industry studies have examined how sponsorship fit (e.g., Kamath et al., 2020; Papadimitriou et al., 2015), and brand equity (e.g., Hsiao et al., 2021; Kamath et al., 2020) impact consumer's purchase intention in relation to event partnerships; however, these aspects have not been examined within secondary ticket market partnerships. The purpose of this study is to examine how the partnership of StubHub and MLB affects spectators' ticket purchase intention. More specifically, this study will examine how consumers' perceived partnership fit affects StubHub's brand equity, in turn affecting consumers' ticket purchase intention.

To test MLB consumers' perceptions of StubHub, we will survey a sample of United States MLB consumers. Purposive sampling will be used to ensure the individuals are potential consumers of the MLB. Surveys will be collected through the Qualtrics survey program. The survey scales used will be sponsor-event fit (Speed & Thompson, 2000), brand equity (Yoo et al., 2000), and purchase intention (Tomalieh, 2016). The proposed model suggests that sponsor-event fit has a direct impact on brand equity, which has a direct impact on purchase intention.

To analyze the proposed model, Cronbach's alpha, confirmatory factor analysis, and structural equation modeling (SEM) will be constructed, using R. The measurement and structural model, the Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR) will be reported. This study will determine if the perceived congruence of StubHub will indirectly impact consumer purchase intentions by increasing brand equity. For example, if perceived congruence is found to increase brand loyalty, then consumers may purchase tickets from StubHub for other sporting events as well. This partnership should generate more revenue for both StubHub and MLB. If the sponsor congruence influences brand equity, then StubHub could leverage for seller partnerships. StubHub would then make a commission on the resell transactions. MLB can benefit from the partnership by creating a perception of sponsor fit and positive brand equity, which will fill presold tickets that might otherwise be empty. This will ultimately increase ancillary revenue (i.e., parking, concessions, merchandise; Drayer et al., 2012) and have an impact on profit maximization (Marburger, 1997).

Rock Climbing to New Heights in Developing Active Sport Tourism in Saudi Arabia

Richard Buning, The University of Queensland
Faisal Alessa, King AbdulAziz University

20-minute oral presentation (including questions)
Facilities/Events
Facilities/Events 8

Other
Friday, June 3, 2022, 4:05 PM - 4:25 PM

Rock climbing has never been more popular, as new indoor climbing gyms are continuously being erected across developed countries. Evidence from the USA reveals a growing and thriving industry with more and more gyms opening each year as a record 44 gyms opened in 2020 at a 5.1 % annual growth rate (Climbing Business Journal, 2021). For developing countries, looking to develop new niche tourism markets climbing presents a fresh opportunity to attract visitors and reap the related economic and social benefits. However, for developing countries when new types of active sport tourism are introduced challenges and conflicts often manifest as the practice is at first unknown to the host community (Buckley, Guitart & Shakeela, 2017; O'Brien & Ponting, 2013).

Such issues can include overcrowding and degradation to the environment from excessive commercial use to urban development overly focused on commercial priorities leading to resistance from the host community (Saufi, O'Brien, & Wilkins, 2014). As such, a community based sustainable tourism approach that fits within and nourishes a community's capacity to host new tourism development is advocated (Jones et al., 2018; O'Brien & Ponting, 2013). Although quite foreign to most locals, rock climbing has slowly emerged in recent years in Saudi Arabia (SA) as a young but dedicated climbing community has developed climbing areas throughout the country (Alkhudair, 2020). Thus, the purpose of the present research is to understand the process, including challenges and key success factors of developing community based sustainable active sport tourism in a developing country.

To pursue the research aims, the study used a qualitative methodology, adopting a purposive and snowball sampling approach. A sample of N =14 key SA rock climbing stakeholders were interviewed including event organizers, tour guides, climbing industry leaders, tourism representatives and leaders from the climbing community. The interview questions were centred around the functional roles of the participants and organizations, the origins and evolution of climbing in SA, the success factors and challenges encountered, and climbing tourism sustainability. The findings revealed three key progressive stages of developing sustainable climbing tourism. First, sport-based community and key climbing pioneers were and need to be the driving forces for tourism development. Second, tourism and sport infrastructure acted as the enablers for development. Lastly, community driven regulations and policies were promoted to be stabilisers towards tourism sustainability. At each of these stages a variety of challenges and key success factors ranging from poor public perception of the sport and land accessibility issues to having a plethora of attractive climbing areas with a suitable climate.

The study contributes to community capacity and sport tourism development in the developing world by revealing the complex community-based process being undertaken in SA. Numerous implications for the climbing and tourism industry are provided on how to create and support a sporting community to evolve into an emerging tourism industry. These implications for both theory and practice are quite notable considering SA is undergoing numerous social reforms generally related to female inclusivity and building harmony with other modern societies (Alkhalisi, 2017).

Moving Beyond Assigned Roles to Measure Board Effectiveness in Sport Organizations

Erik L. Lachance, University of Ottawa

Milena M. Parent, University of Ottawa ADVISOR

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 1

Governance

Friday, June 3, 2022, 4:30 PM - 4:50 PM

Introduction and Literature Review

A ubiquitous and central group in organizational governance is the Board (Hoye & Doherty, 2011; McLeod et al., 2021b). This group's importance resides in its ability to enhance the organization's strategic growth and effectiveness (Hoye & Doherty, 2011). Given its importance, most of the sport governance literature has focused on examining Board-related phenomena. A specific phenomenon receiving much attention is Board effectiveness as understood through their assigned roles. To date, researchers have proposed a plethora of different sets of Board roles (e.g., Hoye & Doherty, 2011; Inglis, 1997; McLeod, 2020; McLeod et al., 2021a; Shilbury, 2001; Yeh & Taylor, 2008).

The issue with research on Board roles and effectiveness is two-fold. First, there is little consensus among scholars as to how many and which roles should be considered when evaluating Board effectiveness (McLeod, 2020). Second, previous research examining the relationships between Board roles and effectiveness has yielded conflicting and inconclusive results (Finkelstein & Mooney, 2003; Hoye & Doherty, 2011; McLeod, 2020).

Considering these issues, there is a need to revisit the Board role and effectiveness relationship to provide a better understanding and ability for sport governance researchers to empirically measure this phenomenon (Cornforth, 2014). Thus, the purpose of this presentation is to revisit the measurement of Board effectiveness in sport organizations.

Revisiting Board Effectiveness

We argue Board effectiveness measurement should be based on processes undertaken by this group rather than their ability to achieve purposefully selected roles (cf. Hoye & Doherty, 2011; Inglis, 1997; McLeod, 2020; McLeod et al., 2021a; Shilbury, 2001; Yeh & Taylor, 2008). Such processes are arguably more important to predict Board effectiveness as they represent vital activities undertaken by this group to reach their goals. However, Board-related processes include a plethora of phenomenon including (but not limited to) leadership, Board Chair-CEO relationship, cohesion, conflict, norms, and decision-making (Hoye & Doherty, 2011).

A key process through which sport governance researchers should measure Board effectiveness is decision-making because it is arguably the most central function for this group (McLeod et al., 2021b) and it is recognized as a ubiquitous process in organizational life (Daft, 2021). We posit an efficient Board decision-making process will lead to a more effective Board. This is based on the notion that effective Boards make clear, informed, and consensus-based decisions. To measure Board effectiveness according to their decision-making processes, the following constructs are considered: realization, propitiousness, non-disturbance, and perceived success (Rodrigues & Hickson, 1995).

Conclusion and Contributions

This presentation revisits Board effectiveness in sport organizations, suggesting an approach to better measure this phenomenon using the Board's most central and ubiquitous process, decision-making. This revisiting of Board effectiveness measurement goes beyond prior attempts to measure Board effectiveness using its assigned roles, which has arguably done little to advance our knowledge of this phenomenon given the lack of consensus and inconclusive results (Hoye & Doherty, 2011; McLeod, 2020). Future research should empirically explore the ability for decision-making processes as discussed in this presentation to measure Board effectiveness in different types of sport organizations (e.g., professional, non-profit, public).

Preparing Sport Leaders of the Future To Lead Equitable, Diverse, and Inclusive Sport Organizations: The Insights and Strategies of their Professors

Erika Gray, University of Ottawa

Jim Weese, Western University

20-minute oral presentation (including questions)

Teaching/Learning

Communications 8

Teaching Pedagogy

Friday, June 3, 2022, 4:30 PM - 4:50 PM

Researchers have documented the tangible benefits of organizations having more diverse senior leadership teams (e.g., Desvaux et al., 2007; Seierstad et al., 2017; Seo & Huang, 2017). However, even though women outnumber men in many university sport management programs (Gray & Weese, 2021; Simmons, 2011), they are not advancing to senior leadership levels in the field in proportionate numbers as their careers unfold (Burton, 2015; Burton & Leberman, 2017; Grappendorf & Lough, 2006; Hancock et al., 2018; Kane & LaVoi, 2018; Pfister & Radtke, 2009; Walker & Bopp, 2010). As a result, women remain vastly underrepresented in the senior leadership ranks in the sports industry (Burton, 2019). Scholars (i.e., Acosta & Carpenter, 2014; Burton et al., 2011; Forsyth et al., 2019; Kane & LaVoi, 2018; LaVoi & Dutove, 2012; Smith et al., 2012; Weyer, 2007) have uncovered systemic institutional and structural barriers that women often face in attempting to reach senior leadership levels in sport management organizations. Change is needed, and the authors of this paper believe and have discovered (Theard et al., 2020) the key might be to prepare and provide future sport leaders with the knowledge to practice and create organizations that are equitable, diverse, and inclusive.

This study extended the research of Gray and Weese (2021) which gathered insights on the perceptions that undergraduate students preparing for sport management have of the barriers women face to senior leadership advancement in the sport industry. For the current study, the researchers engaged a sample of sport management professors from nine Canadian universities offering sport management programs. The purpose of this focus group was to determine the degree to which the professors understood the barriers that women face to advancement in senior leadership roles in the industry. As well to discuss the strategies they were employing in the classroom to help their students better understand the concept of equity, diversity, and inclusion (EDI). The qualitative data collected in this research were analyzed through an inductive approach using Braun and Clarke's (2006) six-step framework to thematic analysis. Three major themes were developed, namely: (1) Awareness; (2) Barriers to Advancement; and (3) Purposeful. The professors recognized the gravity of the impact they have when employing EDI in their teaching practices. They also shared helpful activities and teaching strategies that they employ in their classrooms (e.g., case studies, alumni days, diverse images, and examples) to ensure that the next generation of sport leaders value and advocate for more equitable, diverse, and inclusive leadership practices. The professors agreed that they needed to continue to heighten the awareness and sensitivities of their students on the topics of EDI, and they all believed that they could do more to incorporate better EDI practices and content within their classes, meetings, and mentorship sessions. Ultimately, they felt that EDI should be a part of everything they do as professors.

Exploring sport industry employee experiences in a competitive workplace through tournament theory

Matt Huml, University of Cincinnati

Elizabeth Taylor, Temple University

Erienne Weight, University of North Carolina

Marlene Dixon, Texas A&M University

20-minute oral presentation (including questions)
Management
Management 15

Human Resource Management
Friday, June 3, 2022, 4:30 PM - 4:50 PM

The competitive nature of sport is not only experienced between athletes, but also by sport employees. Securing a job within the sport industry is fiercely competitive, and the work environment is often harsh (e.g., excessive workloads, non-traditional schedules, low pay, and perilous job security). Examining employee experiences within these competitive conditions can help organizations identify necessary adjustments in order to maximize employee output and performance. Thus, the purpose of this study is to examine the experiences of sport employees to assess tournament conditions and resulting employee outcomes as well as suggestions to overcome detrimental tournament conditions.

We collected data from employees working within intercollegiate athletic departments ($n = 1,724$) through an online survey. We utilized an imposed interpretive approach to learn about their working experiences in intercollegiate athletics and interpreted the data through a tournament theory lens. Two researchers independently coded the body of narrative responses to test the reliability of the coding process. There was a high level of inter-coder agreement (96.8%) with only 56 disagreements among 3,448 decisions, yielding a Krippendorff's Alpha of $\alpha = .963$.

Results are presented through four, emerging themes: tournament conditions, tournament effects, suggestions for tournament survival, and suggestions for tournament modification. For tournament conditions, respondents described the sport work culture to be an all-consuming lifestyle (27%), with unsustainable scheduling (20%), intense and escalating pressure/demands (10%), exploitation of easily replaceable lower-level employees (9%), and an imbalance between expectations and resources (8%). Employees acknowledged significant underpayment for their commitment to the organization (7%), and cited instances of administrative abuse of power (5%). The respondents also outlined a number of tournament effects on their work, such as a lack of work-life balance (31%), physical and emotional exhaustion (21%), choosing to leave the field (19%), broken relationships (14%), feelings of overwhelming responsibility (10%), feelings of excitement because of the energizing and rewarding environment (4%), and cognitive dissonance being torn between reward and sacrifice (1%). Our participants also provided suggestions for tournament survival, such as integrating family into work/work into family (47%), finding the right boss/fit (33%), setting personal boundaries (12%), and taking advantage of down time/seasonality (7%). Lastly, respondents provided suggestions for tournament modifications, including raising pay, implementing overtime, and/or minimum wage standards (29%), allowing flexible work schedules and telecommuting (27%), mandating days off for staff as has been legislated for athletes (27%), and facilitating exercise opportunities for staff (17%). There are a number of quotes from respondents to support each of these themes and sub-topics.

This study extends tournament theory by providing insight into the intended and unintended consequences of inherent reward systems. These findings suggest employees working in difficult tournament conditions may be motivated more by securing a promotion that offers "normalcy" (versus overworked conditions) as opposed to a promotion that comes with a compensation increase. Practically, it helps identify tournament conditions that may maximize or erode employee performance and output. From an organizational perspective, the results point to the need to more critically examine the organizational context, which is clearly toxic and unnecessarily difficult.

The Effects of Consumer Emotional Intelligence, Athlete Transgression Type, and Intentionality on Consumers' Brand Coping Response

Tae Hoon Lee, Seoul National University

Kyuhyun Choi, Seoul National University

Sangbin Lee, Seoul National University

Choong Hoon Lim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 15

Consumer Behavior

Friday, June 3, 2022, 4:30 PM - 4:50 PM

Athlete endorsement is a pervasive marketing communication strategy that benefits brands (Lee & Kwak, 2017). Through athlete endorsements and sponsorships, brands aim to benefit from public attention and to transfer the favorable image of an athlete to their advertised products and brand (Frank & Mitsumoto, 2021). However, athlete endorsement has potential risks caused by transgressions owing to considerable media attention and public interest (Lee & Kwak, 2017). Athlete transgressions have a potential to seriously weaken or irreparable damage a dimension of the relationship, as brand associated with an endorser is fundamentally at risk through image transfer theory (McCracken, 1989) which indicates consumers could perceive brand image negatively.

The extant sport management literature has shown that the type of transgression committed by an athlete endorser influences people's responses (Sato, Ko, Park, & Tao, 2015). In addition to the type of transgression, intentionality is also a critical element in the cognitive appraisal of transgression (Ahn, Sung, & Drumwright, 2016) which plays a central role in coping (Folkman & Lazarus, 1980). In response to transgression, consumers often go through emotional turmoil and experience negative emotions (Bonifield & Cole, 2007), and they vary in responses by their ability to cope with their emotions. Consumer emotional intelligence (CEI) is an important construct in explaining why some consumers respond destructively to transgression in consumer-brand relationships whereas others approach them constructively. CEI is defined as a person's ability to skillfully use emotional information to achieve a desired outcome in consumption contexts that provides a unique, useful lens through which one understands why consumers vary dramatically in their ability to deal with negative emotions and choose appropriate coping strategies in consumption contexts (Kidwell, Hardesty, & Childers, 2008).

The Exit, Voice, Loyalty, and Neglect (EVLN) model (Hirschman, 1970; Rusbult & Zembrodt, 1983) offers a typology of four specific coping responses that consumers may exhibit: to terminate the relationship with a brand, speak up, patiently and confidently hope for a better, or to be lax and disregarding, which helps to capture effects of CEI on consumers' coping because it provides a range of coping patterns (Ahn et al., 2016).

In the current study, we posit that when high-CEI consumers experience athlete transgression, they are less likely to be responded destructively since CEI involves the ability to manage negative emotions and they may skillfully use emotional information to achieve a desired consumer outcome than low-CEI consumers. Thus, the purpose of the study is to verify the effect of CEI on consumers' coping response toward a brand when consumers experience athlete endorser's transgression.

This study will follow a 2 (Level of CEI: high vs. low) X 2 (Transgression Type: performance-related vs. non-performance-related) X 2 (Intentionality: Intentional vs. Unintentional) factorial design (n = 400). Transgression type and intentionality will be manipulated by creating stimulus. Participants will be randomly assigned to one of the four conditions. Questionnaire items will include measures for (1) CEI and (2) coping response (EVLN). MANOVA will be used for data analysis. Detailed results and implications will be discussed.

Major League Baseball fans' climate change perceptions of risk: Climate vulnerability vs. America's pastime

Jessica R. Murfree, Texas A&M University

20-minute oral presentation (including questions)

Facilities/Events

Facilities/Events 8

Sustainability

Friday, June 3, 2022, 4:30 PM - 4:50 PM

Climate change threatens consumers' ability to enjoy sport (Orr & Inoue, 2019). For example, Hurricane Irma's severity and duration canceled or postponed approximately two dozen NCAA Division I football games in 2017 (Murfree & Moorman, 2021). In addition, the 2020 wildfires along the west coast of the U.S. compromised nationwide air quality to postpone Major League Baseball (MLB) games, National Football League (NFL) practices, and thoroughbred horse racing events (AP, 2020; ESPN, 2020; Wagoner, 2020).

While climate change continues to affect sport, it is unknown how fans perceive climate risks. To date, fan-centered research has been limited to fans' responses to environmental sustainability initiatives and has yet to explore how fans orient themselves on climate risks. Climate change risks refers to a category of factors caused by exposure to climate change including climate hazards and vulnerabilities (Orr, 2020). MLB is particularly vulnerable to climate change due to its season duration, geographic footprint, and largely outdoor nature (MLBPA, 2017; Orr, 2020). Moreover, the demographic makeup of average MLB fans correlates with the segment of the American population who are least concerned about climate change and less likely to support climate action (Carter, 2019; Pew Research Center, 2015). Therefore, the purpose of this study was to investigate relationships between U.S.-based MLB fans' sport identification, climate change perceptions, and their general and sport-specific climate change risk perceptions.

These relationships produced a hypothesized model to predict the negative influence of climate change skepticism on fans' general climate change risk perceptions (H1), and the positive influence of their generalized emotions (H2) and personal experiences with extreme weather (H3) on their general climate change risk perceptions. In addition, fans' general climate change risk perceptions would positively predict their sport-specific climate change risk perceptions (H4). Finally, the relationship between fans' general and sport-specific climate change risk perceptions would be strengthened by their sport identification (H5).

A cross-sectional survey design was administered to a national sample of U.S.-based MLB fans using Amazon's MTurk (N = 540) to test the model. First, the overall model fit was supported (RMSEA = .068; CFI = .95; TLI = .94), then tested through a series of hierarchical linear regressions. Most of the hypotheses were supported, specifically results indicated personal experiences with extreme weather explained 15.5% of the variance in fans' general climate change risk perceptions ($B = 0.33$, $p < .001$), and fans who generally perceived climate change risks were more likely to perceive sport-specific climate change risks as well ($B = 0.72$, $p < .001$).

This study provides empirical evidence to support the United Nations' suggestion that sport fans are critical to engaging in and accelerating climate action in the sport sector. Further, findings demonstrate a clear connection between sport consumer behavior research and climate change, opening new avenues for sport management and climate research.

The virtual front porch: An analysis of the impact of collegiate esports on university identification

Md Waseq Ur Rahman, University of Oregon
Henry Wear, University of Oregon ADVISOR
Maxwell Foxman, University of Oregon ADVISOR
Jared Hansen, University of Oregon
Brandon Harris, University of Oregon
Onder Can, University of Oregon
Amanda Cote, University of Oregon

20-minute oral presentation (including questions)

Marketing

Marketing 16

Fan Identification

Friday, June 3, 2022, 4:30 PM - 4:50 PM

Esports are unquestionably ascendant, with revenues growing over \$1 billion worldwide (Webb, 2019). The industry has piqued the interest of a spectrum of sectors from venture capital to advertising and represents the vanguard of entertainment for younger generations. Esports' simultaneous rise in universities and colleges has spawned the construction of facilities (Mitreviski, 2018), player scholarships (Melcher, 2014), and integration into campus athletics and life (Nelius, 2019). Yet, governing bodies like the National Collegiate Athletic Association (NCAA) resist overseeing esports competitions. Consequently, the sustainability of esports programs often involves unlikely collaborations between campus advocates and experts, who must fill significant gaps in institutional knowledge ranging from player harassment and exploitation to intellectual property. They are even tasked with rethinking what "athletics" means to existing and incoming students. While collegiate athletics on campuses have been found to vessels for creating university identification (Heere et al., 2013), social capital (Clopton & Finch, 2010), and sense of community (Katz & Heere, 2013) there has been little investigation into what role collegiate esports programs might have in creating similar outcomes. While extant research has explored the similarities of traditional sport and esports (Cunningham et al., 2018; Heere, 2018), there has also been evidence provided that the two do indeed hold distinct differences (Hallmann & Giel, 2018).

Thus, there exists a gap in the literature that specifically examines how college-aged individuals perceive the presence of collegiate esports programs at universities and colleges, and more specifically how the presence of those programs might impact their perceptions and identification with a university. To fill this gap the following research questions are proposed:

- RQ1: To what extent do collegiate esports programs impact university identity, university self-brand connection, and sense of community?
- RQ2: How does the impact of collegiate esports programs on university identity, self-brand connection, and sense of community compare to the impact of traditional collegiate athletic programs?

To answer these research questions a quantitative survey method was engendered to more accurately understand the differences that may exist across American college-aged individuals, and how the proposed constructs were impacting one another. Measures relating to organizational identification (Mael & Ashforth, 1992), points of attachment (Shapiro et al., 2013), university identity (Jones & Kim, 2011), self-brand connection (Cable & DeRue, 2002), gaming motivations, consumer behavior (Anderson, 2019), streaming behavior (Gandolfi, 2016), and play behavior (Herodotou et al., 2011) were used via an online survey disseminated through Qualtrics. A pilot test of $n = 50$ respondents was conducted prior to the collection of the full sample to ensure that both the survey instrument and the measures used within demonstrated reliability and validity. With all scales holding Cronbach's alpha scores of .75 or greater and validity present, we moved forward with the full data collection. Data collection concluded in October 2021 with a resulting nationwide sample of $n = 561$. Data analysis is currently ongoing, but preliminary results are promising and shed some initial insight into the proposed research questions. Data analysis will be completed and insights will be drawn and ready for presentation at NASSM 2022. Implications will be discussed.

Expanding Sport Management to Management through Sport: The Power of Workplace Team Sports

Minjung Kim, Texas A&M University

Brent D. Oja, West Virginia University

Calvin Nite, Texas A&M University

Christos Anagnostopoulos, UCLan Cyprus

20-minute oral presentation (including questions)

Management

Management 16

Human Resource Management

Friday, June 3, 2022, 4:30 PM - 4:50 PM

Whether as spectators or participants, members of social entities are increasingly involved in sports activities - and the workplace is no exception (Eichberg, 2009). Sports participation in the workplace setting can take different forms including membership in employee sports clubs, sports engagement at a gym supported by employers, and participation in sporting events with colleagues. In particular, workplace team sports, which have been described as any type of physical activity in which employees engage as a group for either competitive or non-competitive purposes (Brinkley et al., 2017; Joubert & De Beer, 2010; Joubert & De Beer, 2011), have shown exceptional growth. Many of the key research questions for physical activity and sport in the workplace have been investigated in the health science, health psychology, and public health fields (e.g., Brinkley et al., 2017; Joubert, 2013; Hill & Jones, 2014; Puig-Ribera et al., 2015).

However, the roles and functions of workplace team sports for employees and organizations have not been thoroughly explored within the context of sport management. Importantly, we argue that constructing a “management through sport” agenda to elucidate how sport influences workplace dynamics within sport management would offer relevant expertise to advance employee psycho-social interactions and well-being as well as further distinguish the uniqueness of the sport management discipline. Overall, the purpose of this study was to develop a conceptual framework of management through workplace team sports within the sport management discipline.

The proposed conceptual model details (1) the motivations and facilitators of and barriers to participation in workplace team sports, and (2) the expected outcomes that can be realized from participation in sport activities. These motivations, facilitators, and barriers to participation in workplace team sports include individual (e.g., work-life balance, enjoyment of sport, physical condition), team (e.g., psychological support from colleagues, team dynamic perpetuation of culture), and organizational (e.g., organizational recognition, lack of support, organization size) levels (Propositions 1 through 3). Regarding the outcomes of workplace team sports participation, Joubert and De Beer (2011) were the first to consider organizational team sports as “a vehicle” that is positively associated with productivity (Amlani & Munir, 2014; Puig-Ribera et al., 2015). The proposed conceptual model incorporates both the health-related outcomes (e.g., regulated life, skill development, social well-being), and work-related outcomes (e.g., work ethics, team cohesion, job performance) resulting from workplace team sports participation (Propositions 4 through 8).

As employee health and social interaction have become increasingly important in the current highly competitive work environment, non-sport organizations have frequently considered sports as an opportunity to practice human resource management. This management through sport approach (or strategy) provides a new area for sport management scholars to investigate the distinctive features of the sport activities in which businesses and non-profit organizations engage. Practically, the proposed conceptual model will help to better predict and explain how workplace team sports can be leveraged in organizations to achieve competitive advantages through increasing organizational performance and enhancing employee well-being. The empirical applications and detailed future research directions for sport management scholars will be offered in the presentation.

Analysis of Undergraduate Sport Management Curricula in the United States

David Pierce, Indiana University-Purdue University Indianapolis

James Johnson, Ball State University

Kyle Mechelin, Indiana University-Purdue University Indianapolis

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 1

Other

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

As a discipline, sports management has seen rapid growth, with 404 programs recorded in 2020, a 77.5% increase from 227 in 2010 (NASSM, 2020; Eagleman & McNary, 2010). This growth alone is enough to validate a continued examination of trends, notwithstanding the impact of COSMA and the rapid development of newer sectors within the sport management discipline (e.g., analytics, Esports, international exchanges). The purpose of this study is to extend the existing curricular research to provide an updated analysis of current sport management curricula, identify important curricular trends from the past decade, and understand what program characteristics best predict the offering of specific courses. This work helps to contextualize the evolution of the sport management discipline during a critical time of expansion.

Data on each program was collected from three sources. First, the website for each institution was used to collect course titles and department affiliation. Second, the Carnegie Classification of Institutions of Higher Education website was used to collect information on institutional characteristics such as geographic region, location, enrollment size, residential nature, Carnegie research classification, public/private university, community engagement, and selectivity. Finally, the Commission on Sport Management Accreditation (COSMA) website identified programs with COSMA accreditation. Content analysis was selected to analyze the curricula and program structure of 404 undergraduate sport management programs in the United States. A codebook was created and once the variables were defined, 10% of the population was randomly selected for inter-coder reliability. Each variable resulted in a Scott's pi value greater than 0.75, indicating each variable had strong reliability (Riffe et al., 2019). Public institutions house 60.3% of programs, with the majority (33.6%) of sport management programs falling in Health and Kinesiology departments. The mean number of maximum hours required in the sport management major was 39.2 (SD = 15.1). Six courses were required by at least two-thirds of undergraduate programs, including Introduction (82.0%), Marketing (78.5%), Law (74.8%), Internship (69.8%), Management (69.1%), and Facility Management (68.3%). Two additional courses were required by at least 50% of programs - Event Management (54.5%) and Finance (52.5%) - making a total of eight classes required by at least half of programs. No course was offered by more than 84% of programs. Fifteen courses were offered by less than one-third of all programs. Four courses were offered by less than 10% of programs, including Pre-Internship Prep (9.9%), Technology (9.2%), Career Exploration (6.9%), and Tourism (3.0%). Logistic regression analysis revealed the number of hours allocated to the major was a significant predictor for all 29 courses.

Beyond the number of sport management hours, 15 of the 29 courses had a significant predictor from the institutional and program characteristics. For example, COSMA accredited programs were significantly more likely to offer Seminar, Career Exploration, Sales, Diversity, Communications, College Sports, and Sports Psychology than those programs that do not possess COSMA accreditation. Understanding national trends in undergraduate level sport management curricula will enable administrators and professors to keep their programs competitive and equip their students with skills needed in the sports industry.

Implementation of a standard rating system for Sport Management/Sport Administration Programs

Susan Mullane, University of Miami

Michael Fraina, Farmingdale State College

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 2

Other

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

The purpose of this presentation is to continue a conversation intended to lead to implementation of a standard rating system for Sport Management/Sport Administration programs. A combination of qualitative and quantitative research methods was used. The project began with the goal to develop a ranking system for our academic field. However, Stigler (1996) noted that ranking systems tend to produce one “best program” and maintain limitations. Ranking of Sport Management/Sport Administration programs exist, but concerns exist as to their objectivity. Therefore, a standard evaluation of programs is needed. Based on these weaknesses, as well as feedback received from faculty members and students, the authors determined to conceptualize a rating system instead.

To date, the most useful study toward measurement of Sport Management/Sport Administration programs was conducted by Jisha and Pitts (2004). In their study of 158 doctoral students in Sport Management programs, the most important variables toward program selection were opportunity for assistantship, job placement, friendliness of faculty and staff, and the time required to complete the program. To continue this line of research, the current project commenced with a survey distributed to a convenience sample of faculty members at various types of institutions to rank variables that should be included in the rating system.

A total of 43 respondents participated in the study and ranked the top ten variables related to program evaluation at the undergraduate, graduate, and doctoral levels on a weighted scale from 0-25. For Bachelor’s programs, the top three variables were (1) Curriculum- inclusion of core Sport Management/Sport Administration content ($M = 19.38$), (2) Job placement ($M = 17.75$), and (3) Internship required for degree completion ($M = 17.53$). At the Master’s level, respondents prioritized (1) Curriculum- inclusion of core Sport Management/Sport Administration content ($M = 20.31$), (2) Job placement ($M = 19.77$), and (3) Percentage of Sport Management/Sport Administration courses taught by full-time Sport Management/Sport Administration faculty ($M = 19.45$). Among doctoral programs, the top three variables were (1) Faculty scholarship and reputation ($M = 19.83$), (2) Opportunities for financial assistance ($M = 18.64$), and (3) Per capita student publications upon graduation ($M = 17.36$).

The researchers also solicited input through focus groups with undergraduate and Master’s students, e-mails sent to a convenience sample of Master’s students, and informal discussions with Sport Management/Sport Administration faculty. Therefore, the authors have determined that separate rating systems should be created for Bachelor’s, Master’s, and doctoral programs. Our hope is that at each institution, an official designee (e.g., associate dean) would be responsible for reporting program information. More recently, the authors sought and were granted a meeting with analysts and strategists from the U.S. News & World Report.

Ultimately, due to the COVID-19 pandemic, a potential rating system of Sport Management/Sport Administration programs through this publication was tabled. However, their representatives provided valuable advice and were in favor of a rating system. We now seek advice and endorsement from the North American Society for Sport Management toward implementation of a standardized rating system. Accomplishment of this goal would yield beneficial results for administrators, faculty members, and prospective students.

Turning Insight Into Action: A Case Study Assessing the Use of Consumer Behavior Data in Minor League Baseball Communication Strategies

Jessica Braunstein-Minkove, Towson University

Ari Kim, Towson University

20-minute oral presentation (including questions)

Marketing

Marketing 17

Strategy

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

Data-driven decision making (DDDM), or the process of using facts, metrics, or data, rather than observation or intuition alone, to guide strategic decisions (Provost & Fawcett, 2013), is not new in sport, particularly regarding athletic performance (e.g., Foster et al., 2021; Leung & Joseph, 2014). Due to a growth in big data and an understanding of the value of DDDM, there has been a shift to business operations as well, specifically in the areas of consumer behavior (Wedel & Kannan, 2016) and strategic communications (Wiesenberg et al, 2017). While this may be the case, its use is still tied to the philosophy and priorities of both ownership and upper management. Therefore, while the use of data has migrated from sport (i.e., on-field) to business operations in many large, high-profile, forward-thinking organizations, that has left those that do not check those boxes, particularly those with budgetary constraints, to make do with what their resources will allow. As a result of the rise of social media, and the accessible data that comes with it, this has afforded many smaller organizations the opportunity to delve deeper into DDDM, resulting in more organizations using these oft-recommended practices (Braunstein-Minkove et al., 2021). While this may be the case, (a) the analysis of big data still requires a budget and manpower and (b) there are different conclusions that can be derived from big data and more nuanced consumer behavior studies. Therefore, the purpose of this study is to assess the way in which a professional sport organization use both primary and secondary data and, more specifically, what is feasible for those operating on a tighter budget and how academic partnerships may help.

At the conclusion of a multi-phase, longitudinal, quantitative consumer behavior analysis of an American professional baseball team, scholars will conduct semi-structured, in-depth, 30-60-minute interviews (Gubrium & Holstein, 2002; Holstein & Gubrium, 2003, 2012) with front-office staff members (expected N = 8) in order to assess the ways in which the data will be used. Questions will revolve around the data that the organization assesses annually, the differences between what is typically addressed and what was reported by the scholars, the way in which the academic reports were integrated into strategic communication strategies, and the industry professional's perception of the value of the academic insight.

While there are significant studies regarding the value of DDDM in sport (e.g., Sung & Mills, 2018; Yan et al., 2019) this often comes from the academic perspective and there is limited anecdotal evidence regarding the value to the organization itself. As we try to break down academic boundaries, it is important to understand the perspective of the practitioner when pursuing more impactful practical implications. While the work may benefit the academy, does it do what it is intended to do for the organization itself? Or is it simply research for research's sake? The intention of this work is to begin to ask those questions. Therefore, this limited study seeks to begin this assessment, with the presentation addressing theoretical and practical implications, limitations, and future studies.

Escalation of Commitment in Executive Decision Making in Professional Sport

Matthew Juravich, The University of Akron

Brian Mills, The University of Texas at Austin

Steven Salaga, The University of Georgia

20-minute oral presentation (including questions)

Management

Management 17

Strategic Management

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

Escalation of commitment (EC), or the tendency of organizational decision-makers to remain committed to seemingly unsuccessful efforts (Staw, 1976), has been studied in varying contexts and capacities across the managerial landscape for nearly fifty years. In the sport management literature, this concept has been most commonly studied in the context of intercollegiate athletics (see e.g., Bouchet et al., 2017; Hutchinson, Nite, & Bouchet, 2015; Nite, Hutchinson, Melton, & Bouchet, 2015) while the professional sport context has been utilized to investigate escalation through the lens of the sunk-cost effect in the National Basketball Association (Staw & Hoang, 1995). Despite this work, key elements of this theory remain understudied for a variety of reasons. A recent review noted a gap in understanding the expectations and meanings attached to escalation behaviors (Nite, Hutchinson, & Bouchet, 2019). Specifically, Nite and colleagues (2019) identified an opportunity to better contextualize the objectives of sport organizations when evaluating presumed escalation of commitment situations. Considering this along with a noted dearth of studies in the greater EC literature investigating social determinants (e.g., social pressure) of escalation (Sleesman et al., 2012) sets the stage for the present study. Here, we will utilize the context of professional basketball to examine escalation behaviors as they relate to human resource (HR) decision making to better understand the determinants of escalation behaviors (Sleesman, Conlon, McNamara, & Miles, 2012).

The professional sport context provides unique advantages as a research setting (e.g., Wolfe et al., 2005), and the study of executive decision-making as a determinant of organizational performance is an emerging area of focus (e.g., Juravich, Salaga, & Babiak, 2017; Barden & Choi, 2021). For this study, our dataset consists of 20 seasons of transaction data for each team in the National Basketball Association (NBA). Transactions will be categorized as short-term or long-term and/or large and small investments (based on quantiles of investment size relative to the payroll cap). In addition, team and market-level data will be compiled along with individual demographic and experiential data for owners, general managers, and head coaches for each team-year observation in our panel.

Our analysis consists of three stages. First, we plan to identify the level of escalation of commitment across the NBA, as determined by the relative strength of autocorrelation across transaction decisions, and the growth in autocorrelation across time. Second, our analysis will identify the association between the magnitude of commitment persistence and organizational success (defined as on-court performance). Finally, particularly for those organizations that succumb to escalated commitment in the face of poor performance, we will use panel regression analysis to identify the characteristics of the levels of management associated with escalation of commitment bias. In the third stage of analysis, we will extend past work from Peeters, Salaga, & Juravich (2020) on the role of managerial matching on escalation.

We anticipate this work will add to the literature by examining EC under a binding spending constraint and by assessing the degree to which executive personal characteristics are associated with EC behavior.

Parental Decisions on Return to Youth Sport During a Global Pandemic: Examining Parental Comfort by Race, Gender, and Income

Jonathan Casper, North Carolina State University

Kyle Bunds, North Carolina State University

Jason Bocaro, North Carolina State University

Michael Edwards, North Carolina State University

Kimberly Bush, North Carolina State University

Michael Kanters, North Carolina State University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 9

Family

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

COVID-19 altered the way parents make decisions on safe activities for their children. It is important to consider what decisions parents make when faced with the obstacle of keeping a child safe from COVID-19 while pursuing extracurricular activities. Based on concepts of good parenting (Veltkamp & Brown, 2017) and Giddens' (1999) Risk Society thesis, this study examined parents' decision making regarding whether they are comfortable allowing their children to participate in varying sport types (neighborhood, intramural, interscholastic, community-based, and travel/elite club leagues). Research questions included:

- 1) What was the initial comfort level for parents allowing their child to participate in youth sports during the early stages of COVID-19 and how did it change over the course of the pandemic?;
- 2) How did comfort differ between parents' based on race, gender, and income level?

For this purpose, we conducted two waves of national surveys with self-identified youth sport parents in spring 2020 (n = 1043) and fall 2020 (n = 1050). Parents responded to items regarding their comfort level with their child participating in different levels of sport activities at the time of the survey. T-tests examined differences in comfort level between waves and MANOVAs examined socio-demographic differences based on each sport type. For RQ1, we found that parents' comfort level significantly ($p < .05$) improved for their child's participation in interscholastic and community sports, while other sport types comfort stayed stable. For RQ2, there were significant differences based on parents' race, gender, and income level, but no interactions were found. Black respondents were significantly more comfortable than White respondents for all levels except travel/elite.

Results also showed that for all sport levels and both waves, female parents were significantly more comfortable with their child's sport participation compared to male parents. With income, the two highest levels (above \$100,000 or more) were significantly more concerned at all sports levels compared to those at the two lowest levels (\$99,999 or less) for both waves. Based on the results, an increase in parental comfort level with localized sport could be attributed to the general belief that the benefits of sport might outweigh the potential negative aspects like illness (Mills et al., 2019), masks were useful in combating the virus (Peeples, 2020), or general pandemic fatigue (Berg, 2021). Regarding black parents being more comfortable than white parents, except elite/travel sports, it might be that black parents feel less control in a travel environment than white parents (McGlynn, 2020).

While previous research suggests mothers are more risk-averse than fathers (Eisenhower & Halek, 2011), our results show the opposite, and may be contextualized in the context of mothers taking on more of the burden of childcare (Vincent et al., 2013). Regarding income, higher SES parents reporting higher concern is not surprising given that higher SES youth sport participants participate in a higher number of sport activities (Legg et al., 2018), thus loss of opportunity and interaction are higher in volume. Implications on how the results translate to youth sport stakeholders will be discussed.

Measures of Interest: Using Analytics to Evaluate Skill and Excitement across Men's and Women's Professional Soccer

Sachin Narayanan, Florida State University
N. David Pifer, Florida State University ADVISOR

20-minute oral presentation (including questions)
Finance/Economics
Finance/Economics 1

Analytics
Saturday, June 4, 2022, 8:00 AM - 8:20 AM

Introduction

Development in women's sports has seen great strides through the creation of new leagues and record-breaking live audiences in international tournaments (Scheidler & Wagstaff, 2018). However, they are often perceived negatively when compared to men's sports, with prior research suggesting that consumers find them less exciting, slower, and inferior to men's sports in terms of athletic skill (Lebel & Danylchuk, 2009). While such comparisons are common, researchers have done little to quantify the skills and styles that make female sports unique.

Existing work has primarily focused on the influences of society and media on the public's perception of women's sports (Scheidler & Wagstaff, 2018). Rather than highlighting the unique traits of female sports, these parties often assume men's sports are the reference point and compare the two despite their potential differences. Two rationales for this behavior are the gender-schema theory (Bem, 1981) that explains how individuals are collectively profiled into groups, and Becker's economic, "taste-based" model of discrimination (Berson, 2016) that alludes to a gender-based prejudice against female athletes.

Given the existence of these behaviors, researchers should look for elements of skill and excitement that are inherent to women's sports. With these elements now quantifiable through advanced performance metrics, we can better explore whether traditional perceptions of female athletes are supported by analytics or bolstered by a broader discrimination.

Methodology

We chose to analyze professional soccer given its popularity, rule similarity, and data availability across the men's and women's games. More specifically, we collected performance metrics for approximately 550 male and 300 female athletes from two marquee European soccer leagues - the English Premier League (EPL) and the FA Women's Super League (WSL) - between the 2018-19 to 2020-21 seasons. The data, which were scraped from FBRef.com (via StatsBomb), include metrics such as shooting efficiency, expected goals/assists, pass completion/types, and dribbles that are indicators of excitement and skill (Esliger, 2016).

Using this data, in conjunction with basic hypothesis testing and statistical modeling techniques, we will address the following research questions:

- RQ1: Are there significant differences between professional men's and women's soccer in terms of the offensive stats (e.g., shots, goals, passes, and dribbles per 90 minutes) that are frequently used as proxies for skill and excitement?
- RQ2: Which factors affect the probability of a shot being scored (i.e., expected goals) in men's and women's soccer, and how do these factors and probabilities vary between the two?

Findings

Preliminary findings indicate that WSL players place a higher number and percentage of shots on target compared to their EPL counterparts. Additionally, WSL athletes scored significantly more goals than expected compared to the EPL, and scored more frequently from further distances. Going forward, we will examine additional, advanced performance metrics that quantify offensive skill and excitement, while further analyzing the fit of women's performance data to statistical models derived from men's soccer. In doing so, we will quantify and highlight differences between the two in terms of excitement/skill and help identify whether perceptions of women's sports are more attributable to their innate characteristics or a bias among the media and public.

A Comprehensive Analysis of the Self-Presentation on Instagram of the WNBA Athletes in the 2020 and 2021 Seasons

Alexia Pedo Lopes, University of South Carolina
Michael Seidman, University of South Carolina
William Fisackerly, University of South Carolina
Mark Nagel, University of South Carolina ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 18

Diversity

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

This study investigates the self-presentation of WNBA players in the 2020 and 2021 seasons using a content analysis. Self-presentation refers to how people attempt to present themselves to control or shape how others view them. Marshall (2010) states that the societal fascination with celebrity has is anchored in early Hollywood. Sports fans crave “backstage” glimpses of their favorite athletes’ lives. In self-presentation, behaviors are meant to convey a message or information about self to another person. “Representations... carry layers of meaning and can be interpreted in multiple ways” (Bruce, 2016, p. 363), and pictures are interesting units of analysis to elucidate what image WNBA athletes want to advance as their personal brands. Instagram was chosen for the analysis as it is one of the world’s largest image-sharing social media applications with over 1 billion monthly active users and 500 million users accessing the platform’s stories daily (Systrom, 2014; Tankovska, 2021).

The WNBA is an influential league and one of the most successful US-based professional women’s sport leagues in history. The league, formed in 1996, includes 12 teams and 144 athletes (WNBA, 2020a). The 2020 WNBA Finals had an overall viewership increase of 15% for the series and a 34% increase in game three viewership, year-over-year (Elchlepp, 2020). The league averaged over 1,300 more fans per game in its 19th season compared to what the NBA averaged in its 19th year (Ettiene, 2019). Pictures were taken from all WNBA players’ Instagrams and coded using the codebook developed by Pegoraro (2010), which focuses on the main content of photos. The pictures in which the athletes were present were reclassified in one of six categories: athletic action, dressed but posed, mixed message, nonsport setting, sexually suggestive, and combination (Fink & Kensicki, 2002; Clavio & Eagleman, 2011). A total of 1,397 pictures were analyzed in step 1 and 1,191 in step 2 in the preliminary analysis.

Preliminary results indicated that athletes predominantly post pictures they are present (i.e., business or personal life). More than half of the pictures are business life, which are those related to basketball, indicating that most of the WNBA athletes portray themselves as athletes. Less than 10% of the 1,191 photos analyzed were classified as enhancing femininity or sexuality. However, the photos in those categories had a statistically significant and large impact on fan engagement, or number of likes. Non-sport setting pictures significantly decreased the engagement compared to femininity or sexually suggestive photos.

Preliminary implications show that a majority of WNBA athletes do not post pictures enhancing femininity or sexuality on their Instagram; however, these pictures generate more likes. Given the limited number of sexual (29) and feminine (84) photos, and the popularity of one of the athletes who does post these photos (Elizabeth Cambage), additional analysis will be conducted, and the final discussion and results will be presented at the conference.

League Success and Social Justice: Who Gets the Credit?

Risa F. Isard, University of Massachusetts Amherst

E. Nicole Melton, University of Massachusetts Amherst ADVISOR

20-minute oral presentation (including questions)

Management

Management 18

Diversity

Saturday, June 4, 2022, 8:00 AM - 8:20 AM

Media framing is an active process in which journalists make intentional decisions about which stories are presented and how (Mercurio & Filak, 2010). Framing includes selection, emphasis, and exclusion (Angelini et al., 2014). In other words, journalists “bracket off” (Boykoff & Carrington, 2020, p. 832) or selectively highlight parts of a story. These decisions have consequences, as framing influences consumer perceptions (Angelini et al., 2014; Fink, 2015).

Recent research found that White athletes received far more attention than Black athletes in the Women’s National Basketball Association (WNBA) - regardless of athletes’ on-court performance (Isard & Melton, 2021). While this work demonstrated a disparity in frequency, it failed to explore what types of content are covered, and which athletes are centered in specific conversations. Thus, the purposes of this study were to (1) identify frames sport media uses in WNBA coverage, (2) explore which athletes are centered within those frames, and (3) examine if journalists’ race and gender are related to coverage.

We used content analysis to examine online sport media coverage of the 2020 WNBA season. For inclusion in the sample, articles had to relate to the WNBA and be published on ESPN (N=377), CBSSports (N=107), Sports Illustrated (N=67), or be a league press release (N=31).

After compiling the dataset of articles, we selected a random subset of articles and ran open - closed coding to inductively identify predominant frames (Boykoff & Carrington, 2020; Glaser, 1978). Members of the research team independently read the sample articles and recorded the emergent frames. We thematically grouped the frames, leaving 12 predominant frames (e.g., Player Profile, Social Justice). We then coded who was centered in (i.e., the focus of) the article based on player race (White players, Black players, equal racial representation, no players mentioned), and the race and gender of the article’s author. Next, we analyzed the remaining 582-article sample.

Our findings show that White women authored most of the articles (52.6%), followed by White men (38.3%), women of color (6.5%), and men of color (2.7%). Chi-square tests indicate White authors were more likely to center White athletes, $\chi^2(1, 374)=4.209, p=.04$, and men were less likely to center women of color, $\chi^2(1, 374)=3.24, p=.045$. Players of color were more likely to be centered when stories focused on game recaps, $\chi^2(1, 582)=4.86, p=.027$, and social justice initiatives, $\chi^2(1, 582)=3.63, p=.04$, but less likely when content focused on the draft, $\chi^2(1, 582)=14.57, p<.001$, or the league’s financial sustainability and success, $\chi^2(1, 582)=11.97, p<.001$. White athletes were centered when journalists wrote player profiles, $\chi^2(1, 582)=11.46, p<.001$, and discussed the league’s financial sustainability and success, $\chi^2(1, 582)=12.69, p<.001$. In short, White women were centered in media frames that promoted the overall success of the league and human interest stories. Black women were centered when discussing social justice or generic game summaries.

This research contributes to framing literature by exploring the intersection of media frames and race in women’s sport. These findings can help sport managers be aware of coverage disparities in nuanced ways and create more equitable coverage.

Follower Leadership Development: A Grounded Theory Approach to New Sport Theory

Zack Damon, University of Central Arkansas

Janelle Wells, University of South Florida

20-minute oral presentation (including questions)

Management

Management 17

Leadership

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

Much of the sport leadership research has centered on applying common leadership theories such as: transformational, transactional, authentic, and servant (Welty Peachey et al., 2015). Despite a robust foundation of leader-centric research in sport, little work has examined followers; those who are as integral to the leadership process as the leader (Yammarino, 2013). Given that followers become the next generation of leaders, it is important to study followers to examine how followers develop into leaders. More precisely, there is a gap in research and in practice to explore follower leadership development. The purpose of the current study is to use a grounded theory approach to explore the follower leadership development phenomenon in sport.

Relevant literature related to followers, followership, and leadership theories which consider the role of followers more prominently than leader-centric theories informed our framework. Specifically, followership theory (Uhl-Bien et al., 2014), follower centric leadership research (Carsten et al., 2010), and the social construction of leadership (Billsberry et al., 2018) comprised our framework. While followership theory pertains to how a follower can be successful in their behaviors and role in the leadership process (Uhl-Bien et al., 2014), the theory also focuses on how the follower is positioned in their specific organization's hierarchy and what their responsibilities in the leadership process entail (Kelley, 1988). Much of the related work has remained conceptual in nature, however, followership theory offers a building block particularly when the social construction of leadership is added. Billsberry et al. (2018) noted how leadership is a shared experience between followers and leaders. Therefore, borrowing followership theory's aspect of considering a follower's responsibilities and hierarchy position, and merging with the social interactions between followers and leaders can mean that in each interaction anyone in a group can be perceived as a leader in the moment. These micro-moments have so far been indicative of a sustained follower leadership development process (Damon & Welty Peachey, 2018).

Data are currently being collected from those who consider themselves followers and leaders in sport organizations spanning professional teams, intercollegiate athletics (including student-athletes), and sport for development organizations to provide a robust sample and eventual data saturation. To provide a multilevel perspective to the follower leadership development phenomenon, thus far five follower and leader interviews have been conducted following guidance from Strauss and Corbin (1990) and Creswell (2012). Data analysis will follow the three recommended grounded theory coding phases: open, axial, and selective (Creswell, 2012). Completion of the coding phases will lead to a set of theoretical propositions based on the dimensionalized themes (Creswell, 2012).

Initial findings have begun to form follower leadership development theory through empowerment, modeling, and peer-to-peer leadership. Both theoretically and practically the significance of our findings illustrate the importance of constant micro-moments that help develop followers, while also illuminating the need for leaders to create spaces to facilitate the growth of followers during their leadership development process. Future directions and limitations will be discussed.

*Funding for this research was supported by the Janet B. Parks NASSM Research Grant.

Effects of Personality on Female Tennis Participants' Conspicuous Consumption: Mediating Effect of Sports Ability and Sports Confidence

Hong Wei Yang, Seoul National University

Young Min Chung, Seoul National University

Ki Jae Chae, Seoul National University

Choong Hoon Lim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 17

Consumer Behavior

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

Understanding females' conspicuous consumption could have positive implications for seizing the female tennis market, which has strong potential in the U.S. Females drive 70 - 80% of all consumer spending (Digital Media Solutions, 2019), and approximately 8 million females participate in tennis (Bridget, 2020). However, drawing a full picture of females' purchasing habits for high-priced products can be complex, because females are not a homogeneous group (Digital Media Solutions, 2019). Therefore, grasping the impact of females' different personalities on their conspicuous consumption could improve business opportunities. Moreover, given that sport is often utilized as a tool to help individuals to be perceived more attractively and to improve their social acceptance (Pozeriene et al., 2021), sports participation has been shown to be correlated with improved confidence (Mamassis & Doganis, 2004). Furthermore, confident individuals are known to engage in conspicuous consumption (Pozeriene et al., 2021). Thus, the current study aimed to determine how sports ability and sports confidence affect conspicuous consumption of sport-related products among female sports participants based on the Big 5 (extraversion, agreeableness, conscientiousness, eroticism, openness) personality traits.

Seventy-three items addressing all variables were administered by a questionnaire via Mechanical Turk and Qualtrics panels in the U.S. A total of 286 acceptable questionnaires were collected and used for the final analysis. The data were analyzed with descriptive statistics, reliability analysis, and bivariate correlations analysis using SPSS 25.0. Furthermore, serial multiple mediator models were tested using model 6 of the SPSS macro PROCESS.

The internal reliability calculated by Cronbach's alpha showed an acceptable range of 0.62 - 0.88. The serial multiple mediation analysis showed that sports ability ($\beta_{\text{indirect_extraversion}} = .14$; $\beta_{\text{indirect_openness}} = .19$) and sports confidence ($\beta_{\text{indirect_extraversion}} = .06$; $\beta_{\text{indirect_openness}} = .09$) fully mediated the relationship between extraverted personality and conspicuous consumption ($\beta_{\text{indirect_extraversion}} = .10$, $SE = .03$, 95% CI: [0.05, 0.17], $p < .05$) and that between openness and conspicuous consumption ($\beta_{\text{indirect_openness}} = .12$, $SE = .04$, 95% CI: [0.06, 0.20], $p < .05$). Furthermore, sports ability ($\beta_{\text{indirect_neuroticism}} = .02$) and sports confidence ($\beta_{\text{indirect_neuroticism}} = .018$) partially mediated the relationship between neuroticism and conspicuous consumption ($\beta_{\text{direct}} = .15$; $\beta_{\text{indirect}} = .017$; $\beta_{\text{total}} = .21$, $SE = .05$, 95% CI: [0.10, 0.31], $p < .05$). Sports ability and sports confidence had no mediation effects on the relationship between conscientiousness and conspicuous consumption ($\beta_{\text{direct}} = -.07$) or that between agreeableness and conspicuous consumption ($\beta_{\text{direct}} = -.14$).

This study examined the mediation effects of sports ability and sports confidence on the effects that different personalities had on conspicuous consumption among female tennis participants. Regardless of their level of sports ability and confidence, females who were more inclined to agreeableness and conscientiousness were not interested in purchasing higher priced tennis equipment. By contrast, females with a neurotic personality were interested in purchasing expensive tennis equipment, especially when they regarded themselves as having a high level of sports ability and sports confidence. Similarly, females who were extroverted and open wanted to buy high-priced tennis equipment, but only when they perceived their sports ability and sports confidence as high. This research suggested that considering the degree of female tennis participants' confidence along with their personalities could help to predict their consumption behavior, making it possible for sports marketers to establish appropriate marketing strategies.

Collegiate Athletes' Motivation Towards Dual Role and Career Transition Plan: A Sequential Mixed Method Approach

Jeongwon Choi, University of New Mexico

Allison Smith, University of Massachusetts - Boston ADVISOR

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 1

Career

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

Introduction

It is widely known that college athletes (CAs) invest tremendous time in their athletic pursuits, along with deal with a multitude of stressors, pressure, and demands, thus they need certain levels of motivation to be successful not only athletically, but also academically so that they can prepare for a healthy transition outside of sport. This study examined NCAA Division I, II, and III collegiate athletes' motivations towards academics and athletics and explored their transition plans based on their motivation scores using Self-Determination Theory (SDT) as the theoretical framework.

SDT focuses on how individuals' behavior is self-motivated and self-determined specifically looking at it through the three dimensions of intrinsic motivation, extrinsic motivation, and amotivation (Ryan & Deci, 2000). SDT also addressed that there are three dimensions to explain people's motivation: intrinsic motivation, extrinsic motivation, and amotivation (Ryan & Deci, 2000). Extrinsic motivation can be separated into four regulations based on how the motivation is controlled by external factors; Integrated regulation, introjected regulation, identified regulation, external regulation (Ryan & Deci, 2000).

Method

This study used a sequential mixed method design. First, the quantitative study examined collegiate athletes' motivation levels for both academics and athletics. The Sport Motivation Scale (SMS) was utilized to measure athletic motivation, and the Academic Motivation Scale (AMS) was used to measure academic motivation. Both SMS and AMS scales have been established based on Self Determination Theory (SDT). A total of 457 current CAs participated in the survey, and a total of 13 participants completed the follow-up, sequential qualitative interviews.

One-way analysis of variance (ANOVA) was conducted to find CAs' motivational differences among the NCAA divisions using Jamovi. Also, the Pearson's Correlation coefficient was applied to examine the relationship between athletic and academic motivations. Secondly, the qualitative follow-up, explored the CAs' transition plans based on the results of the first part of the study and SDT literature using semi-structured in-depth interviews with the participants. All the interviews were recorded and transcribed through zoom. The collected data was coded and thematically analyzed using NVivo. Finally, three rounds of coding were applied to collapse the codes into meaningful categories and narrow them down to the final themes.

Results and Discussion

The quantitative results showed significant differences among NCAA divisions in terms of intrinsic academic motivation and extrinsic athletic motivation. For the correlation, there were no meaningful outcomes found between athletic and academic factors. The qualitative data analysis resulted in five distinct themes; Divisional Differences in Support & Resources, Balancing the Dual Role of Athletics and Academics, Self Determination Theory: Emphasis on the Components of Motivation, Planning and Career Goals for Transition Out of Sport, and Impact of COVID-19. The details of these findings will be discussed at the conference.

The findings of this study can give insights for CAs, educators, and researchers to further understand motivational factors and transition plans of future and current Cas and provide further resources and support from an organizational perspective in these areas.

Managing doping practice: How Korean bodybuilders engage in doping as a community of practice

Byron Juma, University of Illinois at Urbana-Champaign

Wonock Chung, University of Illinois at Urbana-Champaign

Hyunseo (Violet) Yoon, University of Illinois at Urbana-Champaign

Jules Woolf, University of Illinois at Urbana-Champaign ADVISOR

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 2

Policy

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

Introduction

Doping among athletes is a secretive affair (Fincoeur et al., 2015), and yet doping does not occur in isolation but among a network of others (Connor, 2009). Knowing how athletes engage in doping and interact with other dopers and suppliers would be beneficial for anti-doping practitioners. While previous research has studied doping athletes (e.g., Kirby et al., 2010), this involved retired athletes with a focus on motives for doping, rather than doping practice. Therefore, this study investigated how athletes engage in and manage their doping practice, by interviewing athletes from a sport (bodybuilding) where doping is prevalent. Korea was specifically chosen as a context because of the growing popularity of bodybuilding in this country (Lee, 2021).

Theoretical Framework

Wenger's (1998) communities of practice framework was adopted for this study. In Wenger's framework, practice, community, meaning, and identity are central tenets that interact to generate knowledge. This is a social process that occurs through a process of interactions and negotiated meaning. Communities of practice do not need to be formalized. Instead, being engaged in practice is sufficient for membership. Hence, the community of practice framework provides a suitable means to study doping practice among athletes.

Method

Six Korean bodybuilders with current professional licenses with the Korean Bodybuilding & Fitness Federation (KBFF) participated in the study. The sample size was similar to previous research with admitted dopers (Kirby et al., 2010) and considered of sufficient size for data saturation (Guest et al. 2006). A narrative life history (Plummer 2001) method was employed where the participants discussed their life and relationship with doping. This protocol uses a conversational approach where the athlete is guided through a discussion of their initial involvement in bodybuilding, introduction to doping, and maintenance of doping practices. Sources of social influence were explored based on the premise that doping does not occur in isolation. A native Korean speaker with previous experience as an amateur KBFF-licensed bodybuilder conducted the interviews and used his contacts and snowball sampling to obtain a purposive sample (Babbie, 2010).

Data analysis

The interviews were transcribed verbatim and checked for accuracy by two native Korean research members. The data is being analyzed by the two Korean researchers in a deductive manner, with NVivo used to assist with data analysis. Predefined codes were created based on the community of practice theoretical framework. The analyzed data is in the process of being back-translated and reported in English and will be discussed with other research team members to seek new insights.

Results

Data analysis is in process. Preliminary results indicate that bodybuilders share doping information in perceived safe environments, such as online or at competitions. Moreover, information sharing was non-hierarchical with veterans and less experienced bodybuilders exchanging their experience of self-experiments with doping substances. Identity conflicts exist as bodybuilders navigate different communities to supplement their income (e.g., personal training). These observations demonstrate the community of practice framework suitability for studying doping practice. Moreover, opportunities for managing doping behavior exist, which will be developed upon completion of data analysis.

A Critical Race Content Analysis of the Women’s National Basketball Association and the National Basketball Association Responses to Racialized Police Violence

Max Klein, University of Connecticut

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 9

Diversity

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

Beginning in the mid-1990s, sport organizations have rapidly increased their participation in social justice reform in various ways (Babiak & Wolfe, 2009), including community engagement partnerships with historically divested neighborhoods (Heinze et al., 2014), monetary donations (Sheth & Babiak, 2010), organizational statements and initiatives (Hayhurst & Szto, 2016), and structural and policy changes (DeLorme & Singer, 2010; Kadlec, 2021). While some sport organizations have been more successful (Heinze et al. 2014) in these efforts, many sport organizations, regardless of size or scope, reinforce dominant systems of inequity that exist in a given society, such as racism, sexism, colonialism, homophobia, and other marginalizing ideologies that maintain power and oppression (Hayhurst & Szto, 2016; Polite & Santiago, 2017). These failed responses result in a lack of critical reflexivity regarding representation, structural arrangements, reckoning with historical and contemporary violations of human rights, and other practices (Cooper et al., 2020). In contrast, Black athlete activism in the United States (U.S) dates back to the early 20th century (Edwards, 2016). It occurs in various forms, such as symbolic activism, scholarly, grassroots, economic (Cooper et al., 2017). In U.S. professional sport, these athletes and organizations are inherently intertwined in a complicated relationship involving multiple issues, including activism and social change.

On May 25, 2020, George Floyd, a Black man from Minneapolis, was murdered by four Minneapolis police officers, Derek Chauvin, J. Alexander Kueng, Thomas Lane, and Tou Thao. Floyd’s murder was unique for various reasons, including the national corporate response in which many organizations either released statements, made operational changes, or made other commitments toward fighting racism (Friedman, 2020). One of the largest industries in the U.S., the professional sport industry had its single most ubiquitous response to a single event, with a significant number of professional sport organizations releasing public statements (Bembry, 2020; Kaplan, 2020; Tracy, 2020). Although this was the first event of racialized police violence that led to simultaneous responses from most U.S. professional sport organizations, athletes have been utilizing symbolic (Murray, 2014) and economic (Olya, 2021) forms of activism to address modern forms of racialized police violence since 2014.

Athletes in the Women’s National Basketball Association (WNBA) and the National Basketball Association (NBA) have been at the forefront of athlete activism addressing racialized police violence. However, the murder of George Floyd forced the leagues and teams themselves to respond. The present study utilizes the interest convergence (Bell, 1980) and Whiteness as property tenets (Harris) of critical race theory (CRT) to conduct a critical race content analysis (Krippendorff, 2019) of the WNBA and NBA responses to racialized police violence during the COVID-19 pandemic following the murders of George Floyd, Breonna Taylor, and non-fatal shooting of Jacob Blake within their respective “bubbles.” This content analysis will provide critiques of failures and highlight successes of these responses, including external discourses (Boyd & Waymer, 2011; Heath, 2011) and other organizational choices. Lastly, the study will also provide recommendations for research and practice addressing sport organization responses to racialized police violence and other issues of social (in)justice.

The Natural Experiment on the Spectator Effect of Game Performance

Seomgyun Lee, University of Mississippi

Seungbak Lee, University of Mississippi

Chambers Julie, University of Mississippi

Taeyeon Oh, University of Mississippi ADVISOR

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 1

Analytics

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

Since the COVID-19 pandemic began, professional sporting events around the world have been cancelled or played under strict social distancing and quarantine precautions. Indeed, sporting events held behind closed doors (termed ‘ghost games’) have dramatically changed the character of sporting competitions (Drewes et al., 2020). One notable change is the near silence now occurring in stadiums without fans. With ghost games in professional sports leagues, the unique and familiar atmosphere in those sporting stadiums has completely disappeared.

Athletes are used to playing all games in front of spectators who express their emotions towards their performances, and, as a result, the presence of such spectators may affect overall performances of individuals and teams (Epting et al., 2011). Previous studies have attempted to provide empirical evidence to determine whether the presence of spectators (or crowd effects) serves as a home advantage that eventually influences outcomes of games. For example, Pollard (2006) found that fans play an important role in providing home advantage, and Agnew & Carron (1994) confirmed the positive impact of fans’ attendances on final game results. However, their focus was mainly on either the absolute size of the crowd or the crowd size relative to the stadium. Therefore, it remains unclear that the presence of spectators influences the performance or not (Van de Ven, 2011).

Very few studies have investigated how team- and individual-level performances are affected when matches are held without spectators. Specifically, Moore and Brylinsky (1993) analyzed the results of basketball games when spectators were not allowed to enter the arena. Van de Ven (2011) also analyzed the spectator effect utilizing 20 soccer games without crowds. However, their results examined only few games, which call into questions about statistical power. Given the relative lack of evidence showing that spectator presence affects game performance, it is imperative that the relationship between them is examined. As an unprecedented opportunity due to the pandemic, the current study will explore the effect of spectator presence on game performance in a natural setting where matches are played without spectators.

During the 2020 and 2021 Korean professional baseball league (KBO) seasons, there were a few occasions when games were played without spectators. Of total 720 games, 577 and 170 games were played without spectators in 2020 and 2021, respectively. This study will build a dataset including all KBO matches with teams, game results, and performance-related factors. Specifically, performance-related elements will be classified into three sections: (1) offense, (2) defense, and (3) pitcher. Offense data, for example, includes batting average, at bat, run, hit, double, triple, home-runs, total bases, and runs batted in. Defense data consists of errors, pickoffs, putouts, assists, double plays, fielding percentage, passed balls, stolen bases, and caught stealing. Lastly, pitcher data contains hits, home-runs, walks, strikeouts, runs, errors, and walks and hits per inning. Analysis of covariance will be utilized for each dependent variable separately by controlling seasonal and team effects.

Vision vs Implementation: Systematic Gaps in the Para Swimmer Development Experience

Darda Sales, Western University

Laura Misener, Western University ADVISOR

20-minute oral presentation (including questions)

Management

Management 18

Diversity

Saturday, June 4, 2022, 8:25 AM - 8:45 AM

There are identified sport policy and contextual differences between para and mainstream sport, yet there is no para sport athlete development model (Patatas et al., 2018). Instead, mainstream athlete development models are applied to para athletes, the appropriateness of which has been questioned (Hutzler et al., 2016). In Canada, the Long-Term Development model (LTD) (formally known as the Long-Term Athlete Development model) has been in use since 2005 and is utilized by over 60 national sports organizations (Sport for Life, 2019). The LTD has been stated to provide development guidelines for all Canadians, including para athletes. Therefore, we investigated how para athletes' development experiences align with the LTD framework.

As part of a larger study which examined the contextual factors of para swimmer development from the point of view of the athletes, nine para swimmers who had qualified for their first international multi-sport event participated in semi-structured interviews. The focus of these interviews was on athletes' experiences of the LTD as implemented. The data was deductively analyzed using the twenty-two key factors of the LTD as codes. In doing so, we identified that connections could be made between the athletes' experiences and five key factors of appropriate specialization, awareness and first involvement, competition, developmental age, and quality environments.

By examining the experiences of para swimmers through the lens of the LTD, we were able to identify several areas in which the experiences of para swimmers differed from the institutionalized framework of the LTD, highlighting gaps in the current para swimmer development system.

The LTD calls for systems to plan for encouraging the participation of diverse populations and to offer participant centered programs. Meanwhile, athletes in this study experienced unwelcoming clubs, a lack of coaches experienced in working with para swimmers, inconsistency with the amount of individualization they received and limited opportunities to engage with other para swimmers. Athletes also experienced difficulties in learning to swim due to programs not meeting their needs and a general lack of awareness about para swimming opportunities. While the LTD states that athletes develop at various rates and that emphasis should be on stage of development and not chronological age, athletes encountered programs at several levels which were tied to athlete age and not development needs.

Central to the LTD is the ideal that development takes time and that systems should not encourage early specialization or fast advancement through the competitive levels. However, athletes experienced early specialization with a lack of involvement in multiple sports, their needs not being met at lower levels of competition, a lack of engagement of all levels of sport organizations and expedited advancement through the competitive levels once they were classified.

Our presentation will focus on these gaps in the sport system that inhibit the implementation of the LTD in application to para swimmers. Similar gaps were identified by other stakeholders (coaches and sport administrators) (Patatas et al., 2020) further emphasizing the need for these gaps to be addressed by sport managers at all levels of sport.

Rules of Play: Exploring Institutional Maintenance Through Rule Evolution in the National Football League

Adam Copeland, University of Michigan

Kathryn Heinze, University of Michigan ADVISOR

20-minute oral presentation (including questions)

Management

Management 17

Organizational Change

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

Sport management scholars often draw on institutional theory to shed light on the dynamics between organizations and their environments (Nite & Edwards, 2021; Washington & Patterson, 2011). Whereas earlier work examined institutional pressures promoting conformity among organizations in a field (e.g. Slack & Hinings, 1994; Silk & Amis, 2000), recent research accounts more for actor agency (e.g. Borgers et al., 2018; Heinze & Lu, 2017). This shift towards “embedded agency” (Seo & Creed, 2002) was facilitated by the institutional work framework that reveals mechanisms of institutional creation, maintenance, and disruption (Lawrence & Suddaby, 2006).

Our study centers on institutional maintenance, which is often part of an institutional actors threat response (Nite & Edwards, 2021). Prior work on institutional maintenance in sport identifies the role of framing (e.g. Agyemang et al., 2018; Nite, 2017) and boundary-work (e.g. Nite et al., 2019) as defenses against threats such as legal challenges and protests. We know less about enabling work in sport meant to modify constitutive rules over time in response to threats that are diffuse in severity and temporality. Yet, rules are central to sport and a key aspect to institutional maintenance, and many threats are not acute. Thus, our study addresses the question: how are rules managed over time to maintain an institution in response to a diffuse threat? We examine this question in the context of American football, specifically the National Football League (NFL). The diffuse threat to football’s institutional legitimacy involves dynamics such as player safety, player longevity, and social value and can be seen in various longitudinal participation and observation metrics (Pielke, 2020). We look at how the NFL, as an institutional actor, managed (e.g. elaborated, sanctioned, described) rules over time, in an effort to maintain a guiding institutional logic of play in response to a diffuse threat to legitimacy. This focus aligns with Laurence Chalip’s 2006 call to ground theory in sport phenomena, such as play.

From an interdisciplinary perspective, play involves essential interactive dynamics, is deeply embedded within sport, and has significant socio-cultural importance (Panksepp, 1981; Suits, 2007, Huizinga, 1954). Given our focus on managing rules as maintenance work, we employ a directed content analysis approach to analyze player conduct sections of NFL rule books between 1980 and 2021. We start with a deductive approach, based on the verbiage and structure of the rule books to isolate rule modifications that address salient player interactions. Initial categories include content of the change, sanctioning of the interactions, and descriptions of the interactions. Codes aligned with these categories will be generated through a combination of inductive and deductive approaches. As the analysis progresses we will group emergent codes into higher-order categories, and map the codes and categories over time to identify thematic overlap of rule evolution and play. This study will contribute to the literature on institutional work in sport by revealing how rules are managed over time to preserve a guiding logic of play in sport and, thus, legitimacy.

An Investigation of Human Rights Education in Sport Management Programs

Mary Hums, University of Louisville

Yannick Kluch, Virginia Commonwealth University

Eli Wolff, University of Connecticut

20-minute oral presentation – *virtual* (including questions)

Teaching/Learning

Teaching/Learning 1

Learning

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

Over the years, the Sport Management curriculum has evolved to meet the needs of the sport marketplace. Students heading to work in the sport industry still need foundational coursework in marketing, finance, and law, but in today's global sport industry, the Sport Management curriculum needs to internationalize (Weese, 2020) and expand to include newer areas of emphasis as we have seen with diversity/equity/inclusion and analytics. With increasing emphasis in the business world on human rights (Guterman, 2021; UN Office of the High Commission for Human Rights, n.d.; US Department of State, n.d.), companies are being held publicly accountable for their human rights records. Those who get it right build their brand and will see long term business success (Enact Group, n.d.; Posner, 2020).

The groundwork for respecting human rights can be established by educating future managers (Baumann-Pauly & Posner, 2017), including those working in the sport industry. Human rights education is crucial for sport managers given such education “promotes values, beliefs and attitudes that encourage all individuals to uphold their own rights and those of others, [and] constitutes an essential contribution to the long-term prevention of human rights abuse” (UN Office of the High Commission for Human Rights, 2021, paras. 1-2). According to the United Nations, (2011, p. 15), “the responsibility of business enterprises to respect human rights applies to all enterprises regardless of their size, sector, operational context, ownership and structure.” Therefore, sport managers need an understanding of the role human rights play in organizational success. This understanding can be established in their education in Sport Management programs. Sport and human rights intersect in multiple areas including mega-sporting events, governance, gender equity, inclusive sport, remedy mechanisms for those harmed in sport, children's rights, athletes' rights, and corruption (Center for Sport and Human Rights, n.d.; Heerdt & Naess, 2021).

In keeping with the importance of integrating sport and human rights into the Sport Management curriculum, the purpose of this study is to assess how sport and human rights is being addressed in Sport Management curricula internationally. A link to a Qualtrics survey will be sent to Sport Management faculty members via several international Sport Management academic listservs. The study addresses the following research questions: (1) How do Sport Management faculty define “human rights” in the context of sport?; (2) What sport and human rights topics are being covered by Sport Management faculty?; (3) What methods/resources do Sport Management faculty use to teach sport and human rights?; (4) Why do Sport Management faculty choose (or not choose) to teach sport and human rights?; (5) Where do Sport Management faculty implement sport and human rights across the curriculum?; and (6) How does education on sport and human rights topics differ across countries/cultural contexts? Results of the study will empower Sport Management faculty to infuse sport and human rights into their coursework through use of resources, classroom materials, and pedagogical strategies for engaging students.

Athletes with disabilities in sponsorship: Consumer perceptions of the brand and athlete

Nina Siegfried, University of Louisville

Chris Greenwell, University of Louisville

20-minute oral presentation (including questions)

Marketing

Marketing 17

Sponsorship

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

The 2020 Tokyo Paralympic Games saw increased ratings with 14.1 million viewers across NBCUniversal (NBC Sport Group, 2021). With rising viewership, corporate entities are increasingly seeing the value and importance of investing in the Paralympic Movement (Legg & Dottori, 2017). These engagements can be mutually beneficial, with corporate sponsorship providing vital capital for the operation of disability sport properties, and disability sport properties providing attractive benefits (connecting with a unique target population, advancing social justice initiatives, etc.) that may not be available to sponsors in able-bodied sports (Siegfried et al., 2021).

However, disability sport sponsorships still face obstacles. Specifically, research has suggested that adaptive athletes are portrayed in a passive manner more often than active (Buyusse & Borcharding, 2010; Thomas & Smith, 2003; Schantz & Gilbert, 2001). Many media narratives emphasize adaptive athletes as inspiration, motivation, ‘supercrips’, and ‘different’ (McPherson et al., 2016; Wolbring & Martin, 2018) focusing on athletes’ disability rather than their athleticism (Rees et al., 2019). These narratives are not empirically supported, but rather driven by media which can not only be harmful to individuals with disabilities but also be ineffective for sponsors and athletes.

To aid in the investment in adaptive sport and expand adaptive sport opportunities, this study focuses on identifying potential differences in the consumers’ perceptions of sponsorship based on how athletes with disabilities are visually represented. Specifically, this study seeks to understand how different presentations of athletes competing in disability sport affect attitudes toward the sponsor, perceptions of the sponsor’s social responsibility, and the athlete’s brand image. Considering prior research illustrating differences due to athlete gender (male vs. female) and sponsor fit (congruent vs. incongruent), these variables are also evaluated in conjunction with athlete portrayal (active vs. passive).

The inclusion criteria for study respondents are: (a) self-identified sport fan, (b) reliable online respondent (i.e., A+ rated MTurk worker), and (c) United States resident. They will be randomly assigned to one of the eight experimental groups (2 gender x 2 activity x 2 sponsor), and each respondent will view a graphic specifically developed to closely represent promotional materials for a clearly sponsored wheelchair basketball event. After viewing, subjects will be presented with a series of items measuring attitude toward the sponsor (Dees et al., 2010; Speed & Thompson, 2000), perceptions of the sponsor’s social responsibility (Menon & Kah, 2003), and perceptions of various dimensions of the athlete’s brand image (Cottingham et al., 2014; Greenwell et al., 2017; Mahmoudian, 2021). Data will be subjected to a series of three-way ANCOVAs to identify differences in attitudes toward the sponsor and perceptions of the sponsor’s social responsibility. MANCOVA will be utilized to assess perceptions of the different attributes of an athlete’s brand image between experimental groups. Given subjects have varying levels of interest in disability sport and prior familiarity with the sponsor, these variables will be entered as covariates. Results should illustrate how different portrayals impact how consumers perceive both the sponsor’s and athlete’s respective brands. Both practical and theoretical implications will be discussed.

Putting athletes first: An empirical examination of the psychological well-being of college student-athletes in response to NIL

Susmit Gulavani, Florida State University

Thomas Henry, Florida State University

Carter Floyd, Florida State University

James Du, Florida State University ADVISOR

Nathan (David) Pifer, Florida State University ADVISOR

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 2

Policy

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

The NCAA adopted a ground-breaking regulation effective July 1, 2021, freezing prohibitions on name, image, and likeness (NIL), and enabling student-athletes to earn money while participating at the varsity level (Kunkel et al., 2021). Numerous athletes from all corners of the country announced collaborations with firms ranging from local barbecue eateries to multinational phone service providers on the first day of the so-called NIL era (Negley, 2021). However, the implementation of the new NIL policies has raised several new concerns. The most pressing of which is the possibility of inequities between the benefits conferred by the new policy on student-athletes participating in revenue sports and those participating in non-revenue sports (Jackson, 2021).

For instance, when Georgia Tech's football players came into their hotel ahead of their season opener, a good portion of them brought a new pair of silk TiVo-branded pajamas with them (Murphy, 2021). In contrast, athletes in women's swimming are expected to earn lower rewards, since swimming has a market share less than 1% for NIL compensation (Weaver, 2021). These inequities may lead the athletes in non-revenue sports to feel unhappy, underappreciated, or otherwise estranged from their counterparts competing in revenue sports. Thus, it is critical to investigate the income disparity on the psychological well-being of student-athletes participating in revenue and non-revenue sports in response to NIL.

The present research employs the PERMA model as a theoretical framework to better understand the affective and cognitive effects on student-athletes' psychological well-being in reaction to the passage of NIL. The concept of psychological well-being has attracted considerable attention in the field of sport management (Doyle et al., 2016). The researchers have used the PERMA model, which defines psychological well-being in terms of five domains: positive emotions (P), engagement (E), relationships (R), meaning (M), and accomplishment (A; Seligman, 2011). These five factors are intrinsically motivating and contribute to the overall well-being of individuals (Kern et al., 2015).

Using the machine learning-based emotion decomposition analysis adopted by prior sport management scholars, the current study examines whether emotions, as indicators of psychological well-being, can help in the evaluation of student-athletes' covert responses to NIL (Floyd et al., 2021). Additionally, the current study incorporates the difference-in-differences (DiD) econometric approach to examine whether there is a change in the magnitude of the student-athletes' psychological and emotive states prior to and following the implementation of NIL policies on July 1, 2021, with a particular focus on the potential heterogeneity of treatment effects based on sport types (i.e., revenue-generating vs. non-revenue generating).

The present research aims to shed light on the impact of the NIL policy on student-athletes' psychological well-being. The results will generate insights to NCAA coaches, administrators, and stakeholders, with the ultimate objective of safeguarding student-athletes' well-being and guiding them through this new age of collegiate sports. The NCAA and its member institutions may use this information to develop future policies on student-athletes' collegiate sports careers and mental health.

Socio-Political Context for Community Sport Club Programming for Newly Arrived Migrants: Canada and Australia

Alison Doherty, Western University

Tracy Taylor, Victoria University

Josef Fahlen, Umea University

Cecilia Stenling, Umea University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 9

Other

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

The ability to integrate large numbers of new arrivals continues to be a challenge for countries that historically have high proportions of migrants. Canada, Australia and the European Union member states of Germany, Denmark, Sweden, Switzerland and Norway are in this category. Sport can act as an important catalyst for the integration of newly arrived migrants, and voluntary sport clubs (VSCs) are sites that can facilitate this function (Nagel et al., 2015; Piatkowska et al., 2017). However, very few VSCs have taken up this role. As part of a larger project investigating the “integration of newly arrived migrants through organized sport” (INAMOS), we present an assessment of the socio-political context that frames the integration of newcomers through community sport. A comparative approach acknowledges different ways, and determinants, of integration through community sport, and the potential to scale-up sport-based integration activities by learning from different contexts. Canada and Australia are two comparator countries for the EU-based INAMOS project, and are the focus of this presentation.

Framed by social action theory (Barton, 1968; Coleman, 1990) which emphasizes the interaction of social acting and structural conditions, we focus on the macro or societal level of influences to VSCs’ willingness and capacity for integrative programming for newly arrived migrants. The purpose was to identify, describe and compare key aspects of the broad socio-political environment in which VSCs operate, with implications for their integrative potential. Data were collected for Canada and Australia (and the EU states in the project) from online sources, focused on: (1) the size, role and function of civil society in the country; (2) public opinion concerning immigration; (3) migration policies and their argumentation; (4) sport policies and their argumentation; and (5) the voluntary sport sector-government relationship.

A first level of analysis focused on migration patterns, sport policies and political agendas in each country. A subsequent level of analysis considered the underlying purpose, objectives, structure and scope of the policies, and included a mapping process of identifying similar and contrasting approaches across migration and sport, and across the countries. At a third level of analysis the mapping supported categorization into distinct types of socio-political contexts for the countries in the project.

The findings revealed many similarities between Canada and Australia with respect to the role of civil society, migrant policy and politics, sport’s role in society, and the sport-government relationship. The two countries provide a useful comparator for the larger EU-based project, yet some nuanced distinctions highlight the variations across their respective socio-political contexts as well. Insights to these socio-political conditions provides an important foundation for understanding the capacity for integration of newly arrived migrants through VSCs in these countries.

Private Equity Funding for Sport Entrepreneurs: Planning for a Successful Exit

Timothy Koba, High Point University

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 1

Finance

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

Small business start-ups play a large role in the economy as they employ 47.5% of private workforce employees (Office of Advocacy, 2018). Small businesses create new ideas, stimulate new business models and demonstrate the highest potential growth in job creation and productivity when they survive (Kane, 2010). To be successful, the founders need to cultivate good relationships with stakeholders and convert business opportunities into profits (Ratten & Tajeddini, 2019). This requires access to capital in the early phase of a business's growth cycle to assist with sustained development in an effort to attract future investment that can result in wealth creation and regional economic development (Lipper & Sommer, 2002). Small business owners rely on personal savings, friends, family, bank loans and outside investments. While the terms of the outside investment may change, private equity backers typically look to exchange capital for equity to generate a positive return based on the risk profile of the companies, valuation potential and a defined exit strategy (Ramasinghani, 2014).

Recently, there has been an increase in the private funding of sport enterprises, most notably with the National Basketball Association allowing approved minority investments up to 20% in a single franchise. This is to provide current owners, whose wealth is normally tied up in their ownership, the opportunity to gain liquidity as team franchise values continue to escalate (Killingstad, 2021). International soccer teams have also benefited as private equity companies have added them to their investment portfolios. While the sport business landscape is extensive, some inquiry has been performed on the existence of private equity funding within the sport ecosystem. Some results have indicated that funding is related to the ability of the founder to successfully pitch an investor and to focus on revenue generation, as this increases total funding to the start-up. In addition, women founders in sport appear to receive more funding than founders in other sectors of the economy. While these findings help understand the founder's ability to raise capital, it does not inform the investors, founders, practitioners or academic community on what leads to a successful exit.

In order to understand the factors related to a successful exit (defined as an IPO or an acquisition by another company) a search was conducted utilizing the Crunchbase database for key words "sport", "fitness" and "athletic". A total of 12,453 businesses met that criteria with a founding date between January 1, 2010 and December 31, 2020. A logistic regression model is proposed to examine the impact that independent variables have on a successful exit. Proposed variables include the international regional headquarters, number of investors, number of employees, estimated revenue and founder demographics, including female and minority founded. Results of the proposed study should help improve the understanding of what variables lead to a successful exit to assist founders in positioning their business when seeking outside capital, assist investors in evaluating potential businesses to invest in and aid educators and students in appreciating the evolving relationship between private equity investment and sport.

The Effect of Playing Narrative Sport Video Games with Face-Scanning Technology on Self-Perception Alteration and Sport Consumption Behavioral Intention

Kwangho Park, Viterbo University

Gi Yong Koo, Troy University ADVISOR

Minkil Kim, Troy University ADVISOR

Christina Martin, Troy University

20-minute oral presentation (including questions)

Marketing

Marketing 18

Consumer Behavior

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

The sport video game (SVG) genre typically focuses on allowing users to control characters or a team and compete with the central processing unit or other users in virtual sport settings (Kim & Ross, 2006). The typical SVG style has recently evolved into a new format, which has the following singularities: (1) narrative; and (2) face-scanning technology. While playing an SVG, these singularities would effectively immerse users in the SVG and lead them to more sport consumption behavioral intentions than the previously existing SVGs. In this sense, the purpose of this study is to examine the effect of narrative SVGs with face-scanning technology on a user's self-perception alteration and sport consumption behavioral intentions.

This study uses alteration of player self-perception theory as a theoretical framework (Klimmt et al., 2009). Specifically, this theory explains how and why a videogame user's self-perceptions can change to the game character's from a media communication perspective. The narrative videogame format enables users to immerse themselves into the narrative efficiently, unlike non-interactive media, and builds a direct link between users and characters (i.e., empathy), which is to say that users psychologically experience a sense of merging with the game characters (Klimmt et al.). When it comes to characters, the more a videogame character looks like a user's appearance, the more connected a user feels to the characters, enhancing the feeling of embodiment in addition to the feelings of presence in videogames (Aymerich-Franch & Ganesh, 2016).

In the theoretical path model for this study, the process of alternating self-perception with a video game character starts a connection from involvement (H1a) and immersion (H1b) to the sense of presence (Witmer & Singer, 1998). The sense of presence helps users empathize with a virtual character's environment (H2a), and users embody themselves through the character (H2b) (Shin, 2018). Such a mechanism of merging self-perception with characters through videogame interaction can be regarded as identification (Klimmt et al.). In the sport management field, identification has a significant relationship with sport consumption behavioral intentions (H3a and H3b) (Fink et al., 2009).

The author uses a true-experiment design. The expected number of participants is 120 (Currently, 60% of the participants have attended the research). Thirty participants will be randomly assigned to one of the four groups divided by a 2 (two types of SVG: narrative SVG and non-narrative SVG) x 2 (status of having a technology: face-scanning technology and non-technology) between-subject design. This experiment procedure takes about 40 minutes for each participant. Methodologically, this study uses construct reliability tests, Cronbach's alpha test, CFA, and path analysis in SEM. In the practical aspect, this study will help spectator sport practitioners understand how SVGs using the two features can be utilized as a marketing strategy to interact with and motivate users to consume spectator sport content during the COVID-19 pandemic or life in general. For SVG practitioners, this study will provide scientifically-sound evidence to prove that the application of face-scanning technology and a narrative is a better way to immerse users in SVGs than typical SVGs.

Work-life Balance: An Egocentric Network Analysis of Coaches

Jeff Graham, University of Tennessee

20-minute oral presentation (including questions)

Management

Management 18

Work-Life

Saturday, June 4, 2022, 8:50 AM - 9:10 AM

Work-life balance (WLB) is traditionally conceptualized as a person feeling equally engaged and satisfied with their work and personal life roles (Greenhaus et al., 2003). With roots in role theory, WLB focuses specifically on an individual's work and personal life roles and gives insight into various circumstances which require individuals to activate or deactivate behavioral norms associated with those life roles (Kahn et al., 1964). At the individual level, WLB can lead to personality enrichment (Parasuraman & Greenhaus, 2002), increased functionality (Carlson et al., 2006), and an enhanced sense of well-being (Greenhaus & Powell, 2006). For organizations, facilitating WLB among employees can result in increased productivity (Pitt-Catsouphes & Marchetta, 1991), increased retention (Williams et al., 2000), and reduced absenteeism (Dalton & Mensch, 1990). Clearly understanding and supporting WLB has important implications for individuals and organizations. Yet, broader WLB definitions are gaining momentum which emphasize its social nature.

Grzywacz and Carlson (2007) argue WLB is accomplished through a shared social process involving important role partners. They highlight how negotiating role expectations and working with others is key to long term WLB, recognizing the importance of understanding the sociality of WLB. The overarching purpose of this study is to understand the “others” with whom coaches work to negotiate their WLB. Using network theory (Borgatti & Halgin, 2011) and egocentric network analysis (Perry et al., 2018), we examine the immediate social environment (i.e., egocentric networks) of coaches to explore how the social context within which coaches operate affects WLB.

Our data collection is ongoing and includes head and assistant coaches from Division I athletic departments. Participants will complete an egocentric network survey built around a name generator, the most commonly used technique in eliciting egocentric networks. After providing names of alters in their WLB networks, participants will provide information regarding alter attributes, ego attributes, and alter-alter ties. Consequently, we can create “full” egocentric networks for each participant.

Consistent with best practices for examining egocentric networks (Perry et al., 2018), we will utilize hierarchical linear modeling where alters (Level-1) are nested in egos (Level-2). Accordingly, we will test how alter-level attributes (e.g., Alter Gender, Communication Ties) and ego-level attributes (e.g., Ego Gender, Density, Size) explain variance in our dependent variable: Balance Support. Through a series of multilevel models in HLM 7 (Raudenbush et al., 2011), we will empirically test alter and ego-level variables that explain how Division I coaches utilize their egocentric networks to negotiate their WLB.

Our focus on social context extends the current research which highlights the social nature of balancing work and personal life in sport. We provide key depth to understanding the network characteristics of coaches and how coaches use their social networks to build WLB. Coaches do not balance work and life alone; that balancing act does not occur in isolation. Accordingly, by utilizing network theory and egocentric network analysis we extend the nascent discourse around WLB by examining the social structure within which coaches operate.

Examining the prevalence of burnout among golf operations employees in Canada

Sheldon Fetter, University of Windsor

Jess Dixon, University of Windsor ADVISOR

Poster
Management
Poster 3

Organizational Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Burnout is a form of job stress employees endure due to an overload of strains that are emotionally demanding (Schaufeli & Greenglass, 2001). Researchers who have studied burnout in the sport industry demonstrate the phenomenon is heightened due to long work hours, little organizational support, job demands that are difficult to meet, and a lack of feedback from supervisors (Gustafsson et al., 2016). This project examined the prevalence of burnout among Canadian golf operations employees and the effects of various antecedents and outcomes associated with the burnout phenomenon. Conservation of resource theory (COR), which has been widely employed in the study of burnout among employees (Hobfoll et al., 2018), and an adapted version of Walters and Raybould's (2007) conceptual model of burnout helped guide this research.

An online questionnaire, hosted by Qualtrics, was distributed to Canadian golf operations employees via email and social media during the Summer of 2021. Burnout was measured using the Oldenburg Burnout Inventory, which measures two core components of burnout: disengagement from work and exhaustion (Demerouti et al., 2010). Furthermore, several antecedents of burnout, including perceived organizational support (POS), perceived fairness of compensation for work done, and job satisfaction, were investigated. Additionally, two perceived outcomes of burnout, organizational commitment and turnover intention, were examined. Demographic information and specific factors related to the job were also collected from participants.

Beyond the calculation of descriptive statistics and frequencies, a multiple linear regression analysis will be performed to determine whether participants' disengagement from work and exhaustion can be predicted by demographic and job-related factors. Moreover, a path analysis will be conducted to determine the directionality and strength of relationships between various antecedents (i.e., perceived fairness of compensation for work done, POS, job satisfaction), burnout, and organizational outcomes (i.e., organizational commitment and turnover intention).

In sum, 121 golf operations employees (99 men; 22 women) completed the survey. On average, participants were 37.70 (SD = 13.54) years of age, have worked 15.45 (SD = 11.31) years in the industry, held a college diploma or university degree (81.00%), were married or common law (64.50%), and had 0.73 (SD = 1.04) children and other dependents. Furthermore, 42.10% of participants worked in private clubs, held the title of golf professional (76.90%), and worked an average of 50.71 (SD = 16.59) hours per week during peak season. The results of the multiple regression and path analyses are pending.

Perkins et al. (2010) noted the limited attention the golf industry has received by social scientists and researchers in the humanities. Moreover, although COR theory is commonly cited in organizational psychology and business research, it has received limited empirical application in sport management. This study helps to address these gaps in the academic literature. From a practical perspective, and given the uniqueness and considerable growth of the golf industry in North America in recent years, the results of this research may also help managers in golf operations departments identify ways to improve their work environments and ultimately retain quality staff.

Perceived psychological contract fulfillment on employee consequences among collegiate coaches: The moderating role of procedural justice

Doyeon Won, Texas A&M University-Corpus Christi
Weisheng Chiu, Hong Kong Metropolitan University
Gonzalo Bravo, West Virginia University

Poster
Management
Poster Presentation 3

Organizational Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Psychological contract fulfillment or breach is an important driver of employee attitude (e.g., turnover intentions) and individual effectiveness (e.g., in-role performance) (Jayaweera et al., 2020; Zhao et al., 2007). Although previous studies have examined the dynamics between psychological contract fulfillment (PCF), perceived organizational support (POS), and employee consequences (e.g., turnover intention), the role of procedural fairness in the above-mentioned dynamics has not been examined yet (Eyoun et al., 2020). Given the importance of procedural justice on employee consequences (Kim & Andrew, 2015; Kim & Beehr, 2020), Understanding these associations may help athletic administrators to implement more effective human resource practices and policies. Thus, the current study investigated the relationship between PCF and employee consequences, namely trust, POS, organizational commitment, and turnover intention among collegiate head coaches. In addition, the study explored the moderating effect of procedural justice on the relationship between the study variables.

Data were collected from 283 full-time head coaches in NCAA using an online survey questionnaire. Among 283 full-time head coaches, 153 were from Division I, and 130 were from Division II or III institutions. The average age of head coaches was 43 years old, with an average organizational tenure of 9 years. The majority of coaches were male ($n = 195$; 68.9%). Data were primarily analyzed using the partial least squares SEM (PLS-SEM).

The results indicated that relational contract had a positive influence on trust ($\beta = .440$, $p < .001$), affective commitment ($\beta = .244$, $p = .008$), and POS ($\beta = .543$, $p < .001$). On the other hand, transactional contract had a positive influence on POS ($\beta = .543$, $p < .001$) but had no significant influence on trust ($\beta = -.067$, $p = .226$) and affective commitment ($\beta = -.006$, $p = .458$). Moreover, both trust and POS had positive impacts on affective commitment ($\beta = .126$, $p < .001$; $\beta = .268$, $p < .001$). Finally, trust, POS, and affective commitment had negative effects on turnover intention ($\beta = -.160$, $p < .001$; $\beta = -.217$, $p < .001$; $\beta = -.287$, $p < .001$, respectively). In addition, it was found that the procedural justice moderated the relationships of transactional PCF with trust ($\beta = .102$, $p = .020$), affective commitment ($\beta = .102$, $p = .026$), and POS ($\beta = .106$, $p = .007$).

Overall, the results suggested that relational PCF, compared to transactional PCF, was more influential in affecting coaches' POS, trust, and commitment, while transactional PCF influenced POS but not trust and commitment. Additionally, both trust and POS were positively associated with coaches' commitment, while affective commitment, POS, and trust, in this order, were negatively related to their turnover intentions. Coaches' perceived procedural justice moderated the relationship between transactional PCF and employee consequences, indicating that transactional PCF was more meaningful in the high justice situation. From a managerial perspective, this study underscores the importance of diminishing perceptions of contract breach, nurturing a supportive workplace, and imbuing procedural justice in building a positive work culture for collegiate coaches.

Sport management speed dating: A strategy for improving the idea generation of students

Logan Schuetz, University of Northern Colorado

Poster
Teaching/Learning
TLF3

Learning (including online)
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Student idea “speed dating” was utilized in online/hybrid courses for undergraduate sport management students. The student idea speed dating approach takes advantage of the online class/hybrid class model that is becoming increasingly more applied across a number of universities. However, one obstacle both instructors and students face in an online course is the mechanics of generating an idea. Thus, the instructor applied speed-dating techniques in an online classroom environment to increase student idea generation. Students were cycled through breakout rooms in Zoom, sharing insights about a topic or their elevator pitch for an upcoming project. As students presented their learnings multiple times on several “speed dates”, students’ presentation skills, idea generation, and perspectives grew. The speed dating strategy can be used for student’s theoretical education and to improve their self-regulated learning and academic motivation.

This method suggests that the speed dating strategy can act as a workable model for developing student ideas for various purposes. Initially, the speed dating strategy can help students improve a number of important soft skills (e.g., critical thinking, communication, creativity; Collins & Goyder, 2008). Next, the speed dating strategy provides students the opportunity for a sense of autonomy, whereby the students feel more committed to their own ideas that they have shaped and can receive feedback from a peer. Lastly, the speed dating process can act as an “icebreaker” for the students at the start of a semester and can help form a positive classroom environment as relationships between students grow (Collins & Goyder, 2008). Using the strategy of speed dating along with a set of instructor-driven tools can allow for an instructor to optimize the online class/hybrid class model. This strategy offers benefits for both sport management instructors and students.

Teaching Information Synthesis with the NFL Draft

Bradley Baker, Temple University

Teaching/Learning
TLF3

Problem Based
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The ability to synthesize information or data from multiple disparate sources is a complex, yet vital skill (Johnson, 2009). The ability to integrate evidence is essential to generating actionable knowledge from vast collections of data (Larsen et al., 2003). Yet, many people struggle with analyzing and synthesizing information (Lundstrom et al., 2015), particularly when the information is not directly comparable or comes from multiple sources (Mateos & Solé, 2009). Real world data are often messy, and it is necessary to filter out the noise to reveal the underlying signal or true relationships in the data (Severini, 2020; Silver, 2012). In sport, player evaluation relies on numerous sources of information, many of which themselves incorporate subjectivity and uncertainty (Alamar, 2013). This makes for an ideal context for developing information literacy and skills related to combining information of variable reliability and that might indicate different conclusions.

To this end, I developed an exercise based on the NFL Draft for use in an introduction to sport analytics course (undergraduate or masters). Working in pairs or small groups, each student is assigned to an NFL team. Each team has a position within the draft order, team-specific positional needs, and a set of four numeric scouting evaluations for each of the top 100 draft prospects. While some of this information (draft order, positional needs) is common knowledge among all the teams, scouting evaluations are proprietary to each team. All teams are told that their scouting evaluations contain random error and the relative quality of each data source. Scores provided to teams start with an (unrevealed) true value, to which I add normally distributed random errors, where the standard deviation of the error terms varies across sources to reflect disparate reliability. A key element in the project is for each team to determine how best to use the four sources of information to develop a consensus score for each athlete. The highlight of the activity is a mock draft conducted in class, where each team takes turns selecting athletes in a format that mirrors the actual NFL Draft. As with the NFL Draft, this involves seven selection rounds, although the number of teams is typically much less than the NFL's 32.

At the conclusion of the mock draft, I lead a class discussion and debriefing session reviewing how groups prepared for the draft, self-evaluation of performance, surprises as the draft unfolded, and lessons learned from the process. Students follow up on the in-class session by individually completing a reflective writing assignment guided by a series of directed questions.

Learning outcomes include how to evaluate data sources, synthesize conflicting information, critical thinking, and decision-making in the face of uncertainty. Students are free to develop numerous approaches without a single clearly dominant correct strategy. Comparison between groups reveals alternative solutions and decision-making processes. The activity also lays a foundation for additional course content such as the economic concept of the Winner's Curse (Thaler, 1988) based on overconfident data evaluation. Detailed activity materials will be available at the conference.

The creation of a starter league: A comprehensive project for sport governance courses

Jim Watkins, University of North Alabama
Mark Linder, University of North Alabama

Teaching/Learning
TLF3

Teaching Pedagogy
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

One common tactic to assess the comprehensive learning of students is to use a “key assignment” in place of a final exam. A key assignment is structured to where students are expected to use a variety of concepts from the previous semester. This presentation will describe how the instructor in a sport governance course implemented a key assignment where the students created a “starter league”. Students were required to describe the mission of their league, and specify a level of competition it was designed for. Then, students were required to propose rules that the league would adopt, and explain how these rules would advance their league’s mission. At least five league rules were required in the paper.

Students completed the paper individually. Rules needed to involve player eligibility, player conduct, the maintenance of competitive balance, structural governance design, risk management, franchise relocation, or anything related to the league’s mission that did not involve the rules of playing a sport, such as having five starters per team in basketball. Students were also expected to address a variety of issues when designing their rules. In other words, each rule they proposed could not primarily focus on player eligibility. To prepare students to design these rules, the vast majority of the course was spent discussing the rules used by amateur, college and professional sport organizations.

They were graded for how well they used previous material from the course to rationalize the creation of each rule, as well as demonstrating how the rules were designed to promote the league’s mission. In addition, students were expected to make comparisons to potential rival leagues when appropriate. Also, they were graded for the quality of their sources. The instructor encouraged them to rely on nationally reputable sport media sources, websites and handbooks maintained by sport leagues, and peer-reviewed articles. Students were expected to use at least five sources to complete the paper. Two class periods were devoted completely to the completion of the project. During the first class, the instructor went over examples of recent starter leagues that have formed. Then, students discussed potential ideas for their starter league, and indicated what type of league they intended to create. During the second class, students completed a peer review of another student’s assignment. The instructor paired them with a student that was working on a comparable idea to expose them to additional potential rules to consider. Also, the students might be better prepared to provide feedback for a student who worked on a similar idea. In addition, the instructor spent part of another class period going over the instructions for the assignment. On the day of the final exam, the instructor plans to administer a questionnaire to the students to reflect on how the assignment can be improved.

Using a Microsimulation in the Sport Management Classroom

Zack Damon, University of Central Arkansas

Robin Ammon, University of South Dakota

Drew Pickett, University of South Dakota

Teaching/Learning
TLF3

Role Playing
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Educational simulations and other computer technologies have long been regarded as significant teaching and learning tools for higher education classrooms (Ertmer & Ottenbriet-Leftwich, 2010; Lamb et al., 2018). Many simulations are performed either in-person or through technology (i.e., through a computer program, via website). The evolution of simulations and the modalities through which they can be performed has increased the learning applicability of simulations across disciplines, including “the medical, aviation, and natural science fields” (Lamb et al., 2018, p. 163). Further, O’Neil et al. (2021) noted that the use of such simulations is unlikely to dissipate, particularly as of the number of people working-from-home and learning-from-home post the COVID-19 pandemic continues to increase. As such, sport management educators are faced with the notion of more distance-learning courses being offered, while still having to ensure that practical sport industry related skills are effectively taught and assessed. Therefore, the purpose of the current presentation is to offer sport management educators insights into a recently created microsimulation created by the company, Capsim. Specifically, we will highlight the Sports Management Inbox microsimulation including the three primary skills that are assessed, potential course uses, and sample assignments to pair with the simulation.

Capsim has operated in the educational simulation realm since 1985 (Capsim.com/about). Since then, the company has expanded its offerings to include simulations applicable to both, higher education contexts as well as corporate business contexts. Noting that in recent years, only 34% of college students feel prepared for the job market, Capsim has increased its simulation offerings beyond the business context to include, health, analytics, cultural awareness, and now sport management. Despite other disciplines possessing relevant simulations aimed to enhance higher education learning and practical skill preparation, sport management has largely been devoid of applicable simulations (Drayer & Rascher, 2008). This opportunity to enhance student learning and fill a void for sport management educators led to the creation of the Sports Management Inbox. Students are placed in the role of General Manager (GM) of a fictional baseball team and are immediately immersed in a real-life situation where their decisions and responses to various unfolding situations assess their ability across three skills: ethical decision-making, communication, and problem solving. Faced with a breaking player scandal, the students acting as GM of the team have to navigate communicating with the team owner, the media, the player and coaches, as well as decide what actions to take on how to handle the situation properly. The simulation records and assesses each response made by the student.

At the end of the simulation, students are provided with a comprehensive report score and educators are given reports automatically for their entire class and individual students. The simulation also offers debriefing resources for educators to use for further learning, post-simulation. We will provide handouts of the resources as well as a running presentation of screenshots of what to expect while working through the simulation.

Experiential Learning Reflection Assignment

Alanna Harman, Wilfrid Laurier University

Teaching/Learning – *virtual*
TLF3

Experiential/Service
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Experiential learning (EL) aims to “integrate theoretical and practical elements of learning for a whole-person approach” (Kohonen, 2007). EL has been identified as an effective teaching pedagogy that allows students to integrate classroom concepts, challenge their ability to analyze, and critically reflect (Gundula et al., 2018). The pedagogical benefits of EL are recognized in the United States by the Commission on Sport Management Accreditation (COSMA Principles, 2016), and in Ontario, Canada the Ministry of Colleges and Universities has committed to “every student [has] at least one meaningful experiential learning experience before graduating “postsecondary education” (Ministry of Colleges and Universities, 2019). Kolb (1984) identified four components of experiential learning; including a reflective practice that encourages students to be conscious of the learning they are engaged in.

In addition to technical skills developed through EL students have the opportunity to develop highly sought-after soft skills including critical thinking, teamwork, creative problem solving, oral, and written skills to name a few (Wilkie, 2019). These necessary skills can be challenging to demonstrate to potential employers, requiring students to make the intangible tangible.

The following assignment I have termed ‘Resume Builder’ assists students in reflecting on their experiential learning and specifically identifying the soft skills that they have developed or refined. This reflection begins with instructors purposefully embedding soft skill development opportunities in their course. For example, group work may require students develop or refine their teamwork as well as conflict management, oral, and written communication. Instructors should create a list of the soft skills embedded in their course and explicitly integrate these into the course learning outcomes. For example, following course objectives an instructor may include the following statement “to accomplish these course objectives, students will be required to use several soft skills, such as” followed by a list of soft skills. Following assignments that provide an opportunity for soft skill development/refinement, students should reflect utilizing the Situation, Task, Action, Result (STAR) method. Students are required to: (1) identify the situation they faced or task they had to complete, and identify one specific soft skill and behaviour they used; (2) describe the actions the individual took to resolve the issue highlighting the soft skill utilized; and (3) discuss the results of the students actions - were they successful, why, why not, how could this skill and behaviour be used in another professional setting.

This reflection process requires instructors to connect soft skill development with learning outcomes. It also requires students to explicitly identify their soft skill development and be able to communicate when they have utilized these soft skills and the outcomes. This reflection process may also prepare students for behavioural based interview questions. This format allows students to reflect on how these highly coveted skills are being developed as part of their curriculum and requires that they move beyond simply identifying “I was a team player”, to a more comprehensive, meaningful reflection. This assignment may be repeated in a course to focus on different skills and/or continued development throughout the duration of the course.

Designing transparent assignments: “TILTing” assignments for student success

Cassandra Coble, Indiana University

Teaching/Learning
TLF3

Teaching Pedagogy
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Inclusive courses provide learning environments that are equitable and welcoming, conditions that are essential to provide as student populations continue to diversify (Addy et al., 2021). Providing an environment where all students have the opportunity for success is a foundational teaching practice that can benefit both instructor and student. An essential aspect of equitable instruction includes the clear communication of requirements, expectations, and grading criteria for assignments. By providing meaningful directions concerning the purpose, task, and criteria of an assignment, instructors can promote transparency in their assignments, benefitting students in the classroom.

Transparency in assignment design allows students to understand what they are being asked to do, why they are being asked to complete an assignment, and how they will be evaluated on that assignment (Hutchings, Jankowski, & Baker, 2018). Transparently designed, problem-centered take-home assignments have been linked with student success, especially for underserved students. This assignment design also provides greater learning benefits for all students (Winkelmes, et al., 2016) and has been linked to persistence in college (Center for Innovative Teaching and Learning, 2021). Students who complete more transparent assignments have reported gains in academic confidence, a sense of belonging, and a mastery of the skills that employers value most (Winkelmes, 2017). The benefits of incorporating transparent assignment design, such as the Transparency in Learning and Teaching (TILT) framework, to students and faculty are apparent and provide an incentive for incorporating this framework into assignment design.

Transparency in Learning and Teaching in Higher Education (TILT Higher Ed) is a project that promotes a transparent teaching framework, supporting college students’ success through explicit assignment design. Transparent assignment design include the following elements (Center for Innovative Teaching and Learning, 2021):

1. An explanation of the purpose of the assignment
2. A description of the task in some detail
3. An explanation of how the assignment links to course material
4. An explanation of the criteria for grading

In this presentation, the Transparency in Learning & Teaching design framework will be outlined, providing the critical components to the TILT assignment structure that can be implemented in online and in-person courses. Additionally, guiding documents utilizing the TILT framework as well as templates will be provided so faculty can easily TILT assignments in their own classroom. The presentation will also include examples of redesigned assignments from the sport management classroom.

Pivot, Pivot, Pivot: The one where we pivoted

*Leigh Ann Danzey-Bussell, Trevecca Nazarene University
Sydney McCormick, Trevecca Nazarene University*

Teaching/Learning
TLF3

Technology Integration
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

A typical event management class would have students planning, organizing, staffing, and executing an actual event, either on campus or for a partner organization. But nothing about academia has been “typical” the past 20 months. Academia experienced the pivot from in-person to remote, then a pivot to a hybrid (in-person and online) environment, and for many of us, a pivot back to in-person classes. During these times of uncertainty, the challenge has been to reconnect with students in new and exciting ways.

Readjusting to in-person classes along with the challenge of creating an event that could weather the uncertainty of remaining in-person or moving back to remote delivery again offered challenges. Those challenges were quickly overcome by turning to reality TV. Based on the reality TV series “The Amazing Race” students executed a hybrid event that made use of creativity, knowledge, technology, and adhered to current safety protocols. Using reality TV in pedagogy affords professors the opportunity to assess learning as it is happening. Furtak (2020) identified these four elements of assessment that reality tv shows illustrate: clear goal setting, authentic communication, collaboration, and multiple opportunities for success. More specific to sport management pedagogy, Quain, Bokunewicz, and Criscione-Naylor (2018), identified the use of reality TV shows enhances the teaching of such business skills as money handling, customer service, marketing, logistics and risk management.

This presentation will highlight how we pivoted once again in an event class to produce an event that would withstand the potential shift back to remote learning if deemed necessary. Examples of assignments (weekly assessments), planning details, the operation manual, and event marketing materials will be displayed.

Examples of "Lab" Exercises for a Sport Analytics Class

Steven M. Howell, Northern Illinois University

David R. Serowka, Northern Illinois University

Teaching/Learning

TLF3

Case Studies

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Providing students with actual, sport-based data to analyze trends and issues within the sports industry is an important component within any sport analytics course. This display features multiple examples of sport analytics "lab" exercises employed in an undergraduate course in sport analytics. Topics include: sport sponsorship, sport ticket sales, predicting attendance, and sport gambling. These topics can be examined via multiple statistical tools such as: Excel, SPSS, SAS, R, Stata, or Tableau. Additionally, a final project assignment overview will be shared. Example assignments and best practices will be available as handouts.

‘Leveling up’: Using experience point grading to enhance student motivation

Evan Davis, St. John Fisher's College
Shea Brgoch, Western Kentucky University

Teaching/Learning
TLF3

Teaching Pedagogy
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Motivating students is a common - and particularly poignant - challenge amongst instructors, as students who lack motivation are less persistent and have lower academic performance (Taylor et al., 2014). Scholars suggest the most important and lasting form of motivation is intrinsic motivation (Lavigne et al., 2009). Intrinsically motivated students are more likely to engage in deeper learning (Simons et al., 2004) and have higher levels of performance (Cerasoli et al., 2014; Howard et al., 2021). As such, instructors should create learning environments that support developing intrinsic motivation toward interacting with and completing course content.

According to self-determination theory (SDT), students are likely to have higher levels of intrinsic motivation when they have autonomy, feel competent, and are connected to others (Deci & Ryan, 2012). Thus, instructors who want to enhance students' intrinsic motivation and improve mastery, need to create environments that give students choice, let students track their progress, and allow students to learn from mistakes. Encouraging these behaviors allows students to directly perceive their growth which can enhance their intrinsic motivation and, subsequently, improve learning outcomes (Patall et al., 2010; Vansteenkiste et al., 2006).

Over the past two decades, scholars and instructors have become interested in using gamification to enhance students' intrinsic motivation. Gamification uses game-based mechanics (e.g., levels, competition) in classroom activities and assignments (Kapp, 2012). While gamification is still a developing theory of education and motivation, scholars have found that gamified learning strategies effectively improve student motivation and learning outcomes (Buckley & Doyle, 2016; Huang et al., 2020). Despite these correlations, critics argue the positive effects of gamification are mixed, at best (Zainuddin, 2018). Most of these critiques are based in the belief that gamification can be oversimplified and too reliant on extrinsic motivation (Hung, 2017). Thus, combining gamification principles with a proven theory of intrinsic motivation could allow instructors to reap the advantages of gamification techniques while overcoming some of its criticisms (Lamprionou et al., 2015).

Through this presentation, the authors suggest a strategy for instructors to combine the principles of SDT and gamification through an experience point grading system. The experience point system is a gamified approach to grading based on the principle of additive grading (Brunvand & Hill, 2020). Similar to video game characters that “level up” by earning points and meeting benchmarks in the game, this system allows students to earn experience points by completing assignments. When students earn enough points, they “level up” their grade and move up from one grade level to the next. Through this system, students worry less about points they miss and focus more on points they earn, placing greater emphasis on their growth. Ultimately, this presentation will provide instructors with the tools necessary to implement experience point grading in their own classrooms and suggestions for how the system can be adapted to meet the needs of the instructor and students.

Incorporating Formal Debate for Heightened Case Study Preparedness

Simon Pack, St. John's University

Rosenberg Jonathan, College of Mount Saint Vincent

Teaching/Learning
TLF3

Teaching Pedagogy
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Case study competitions can serve as a powerful motivator for students to prepare for real world opportunities and scenarios (Burke & Carter, 2013). Case studies also allow for the development of several soft skills that is becoming increasingly important for career success (Samkin & Keevy, 2019). Specifically, students are challenged to critically think, demonstrate oral and written communication skills, use advanced research techniques and then develop solutions to a given case.

While case studies can be an excellent tool towards student growth, those who are new to the process may lack the confidence and capabilities to meet the required acumen for success in competition. Additionally, students may be fearful to challenge their teammates viewpoints that differ from their own. To combat this hesitancy toward higher level thinking, Ginsberg and Wlodkowski (2009) found that students are more likely to persist and thrive in university settings where they can make meaningful connections with the content. Furthermore, Spratt and Florian (2015) cite the aspirational climate of inclusive pedagogy exists when faculty attend to student differences and take deliberate steps to ensure that all students feel welcomed and supported in the classroom.

As a potential remedy to these pitfalls, the authors suggest that students first engage in formal debate. The integration of formal debate allows for students looking to engage in case study competition several advantages. While the successful use of formal debate in the sport management classroom may require a skilled educator, the benefits that can be realized are tremendous. These include multiple soft skill attributes such as critical thinking, leadership, teamwork, and communication skills (Rogers et al., 2017). Specific to case study preparation, engaging in debate allows students the opportunity to develop their ability to react quickly and respond to a given situation with rapid decision-making. When properly implemented, debate has been shown to meet the top tier of Bloom's Taxonomy of higher learning complexity that allows the student to move beyond examining into using information to create something new (Rao, 2010). Engaging students in debate has also been found to assist in the incorporation of diverse perspectives in the classroom and the creation of an inclusive classroom climate (Tryce & Smith, 2015).

The authors will discuss best practices and proper implementation of formal debate to encompass the various needs for those seeking to engage case study competition. While the use of formal debate in the sport management classroom is not as widely used as other pedagogical techniques (e.g., experiential learning, case study method), it is cited in the literature as a means of creating inclusive pedagogy and a stage for emotional growth (Tryce & Smith, 2015). Towards this goal of enhanced student engagement, formal debate has been shown to create a heightened level of interaction within the classroom that generates a positive learning climate (Tinto, 2017).

Perceived gains and losses from mandatory volunteering on volunteer consequences: A moderating role of perceived organizational support

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Poster
Management
Poster Presentation 3

Volunteers
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According to the rational choice approach, individuals weigh the perceived benefits and costs (i.e., motivators and demotivators) of volunteer activity in their decision to engage in civic behaviors (Lee & Brudney, 2009; Wilson, 2000). While mandatory volunteers (voluntolds) do not decide to volunteer, their experienced benefits and costs would affect their subsequent decision to volunteer. Even in the mandatory volunteering context, it is likely that participation in volunteering increases as the perceived benefits of volunteer activity increase while the opportunity cost of volunteer activity decreases (Hallmann & Zehrer, 2016, 2019). Especially, we posited that perceived organizational support (POS) would moderate the association between experienced cost/benefit and volunteer consequences given that POS is linked to volunteers' increased subjective wellbeing, orientation toward the organization/work, and behavioral outcomes (Im & Chung, 2018; Kurtessis et al., 2017). Thus, drawing from social exchange theory, the current study investigated the impact of experienced costs and benefits with mandatory volunteer experience on volunteer consequences, namely volunteer satisfaction and future civic intentions. In addition, the current study explored the moderating role of POS in the relationship between perceived costs/benefits and volunteer consequences.

Data were collected from 466 voluntolds at a large-scale sport event in China. The respondents were college students at the time of the event, and they responded to an online survey questionnaire when they completed volunteer duties at the event. Of 466 participants, the majority were female (74.9%) and had some previous volunteering experience (76.8%). The survey instrument included the scales to measure volunteer benefits and costs (Hallmann & Zehrer, 20216), POS (Eisenberger et al., 1986), satisfaction (Clary et al., 1998), and intended future action (Garner & Garner, 2011). Partial least square structural equation modeling (PLS-SEM) was used to test the research model using the PLS bootstrapping algorithm.

The results indicated that perceived benefits had a significant impact on satisfaction ($\beta = .40, p < .001$) but not on future civic intentions while perceived costs had a significant negative impact on both satisfaction ($\beta = -.10, p = .007$) and intention ($\beta = -.10, p = .003$). As expected, volunteer satisfaction significantly predicted future civic intentions ($\beta = .66, p < .001$). To test the moderating effect of POS, the product indicator approach was carried out by multiplying each indicator of independent variables with each indicator of the moderator to generate an interaction variable (Ramayah et al., 2018). POS positively moderated the relationship between perceived benefits and satisfaction ($\beta = .13, p = .008$), meaning that POS strengthened the positive relationship between the two variables.

The results suggest the proactive role of event organizers in enhancing volunteer satisfaction and, consequently, promoting civic behaviors of mandatory volunteers. According to the POS literature, having fair and equitable human resource (HR) practices, setting achievable goals, being supportive supervisors, and promoting strong social networks are some of the effective HR tactics for optimizing POS (Eisenberger et al., 2016). Sport volunteer managers should consider such HR tactics for both short-term (e.g., volunteer satisfaction) and long-term (e.g., future civic intentions) volunteer consequences.

The Role of Mascot Design and Logo in Olympic Marketing

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Poster

Marketing

Poster Presentation 3

Branding

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Olympic mascots represent an important symbol of the Olympic Games and a significant revenue generator (Freeman et al., 2007). In the 2016 Rio Olympic Games, merchandise sales surpassed \$15.5 million with the mascot as the top-selling item. However, little is known about how to design effective Olympic mascots that solicit positive attitude and merchandise purchase intentions (e.g., Wu, 2016). This study examined how anthropomorphic and abstract designs of Olympic mascots are perceived by, and influence, consumer purchase intentions.

Olympic mascots are designed to feature anthropomorphic animals (e.g., PyeongChang 2018) or embody abstract characters (e.g. London 2012). According to Brown (2010), animal characters show signs of familiarity and regionalism as they reflected geographical symbolism, whereas abstract characters symbolize social developments or trends. Griggs et al. (2012) recognized that abstract mascot design has limited branding ability as consumers have difficulty building a relationship with abstract figures. Hence, Olympic mascots with anthropomorphic and abstract design styles will have different impacts on consumers' perceptions of the mascot and purchase intention (H1).

Typically complemented with the Olympic rings, mascots are branded as a symbol of the associated games. Yet there are other emblems meant to distinguish Olympic events. Each emblem is used as an identifier for promotional and advertising purposes of the games and their host country (Wu, 2016). The inclusion of the Olympic symbol on a mascot should, therefore, solicit positive perception, attitude, and purchase intention (H2).

An online experiment, featuring a 2 (type: anthropomorphic animal, abstract) X 2 (Olympic logo: presence, absence) mixed-subject design, was conducted. 172 individuals were exposed to view two Olympic mascots: one anthropomorphic animal and one abstract; one including Olympic symbol and one without. In order to increase ecological validity, existing Olympic mascots were utilized as experimental stimuli. Also, there were three replications for each design type condition to increase generalizability regarding the experimental stimuli. For anthropomorphic animal condition, one of three Olympic mascots (e.g., PyeongChang 2018, Beijing 2022 Olympic) was randomly presented while for abstract condition one of three Olympic mascots (e.g., London 2012, Tokyo 2020) was randomly shown. Olympic mascots Participants completed a questionnaire involving design perceptions, attitude toward the Olympic mascot, and purchase intention toward the licensed t-shirt.

Design types had significant multivariate effects on dependent variables, $p < .001$. Animal mascots received significantly higher ratings than abstract mascots in terms of design perceptions (e.g., regional [$p < .001$], friendly [$p < .001$]), attitude ($p < .001$), and purchase intention ($p < .05$). The multivariate effect of logo on the dependent variables was significant, $p < .001$, while the univariate effect was only significant on Olympic feature, $p < .05$.

This study demonstrates how the visual design of Olympic mascot influences consumer attitude and behavior. Our research establishes the importance of the event mascot/logo as design element in marketing sport events. The findings suggested the use of anthropomorphic characters as mascots to generate more favorable perception, attitude, and bolster licensed merchandise sales. The mascot should be accompanied with the Olympic logo to ensure positive consumers perceptions and optimize event bottom lines.

Organizational Capacity and Resiliency in Community Sport Organizations during COVID-19

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Norm O'Reilly, University of Maine ADVISOR

Poster
Management
Poster Presentation 3

Organizational Capacity
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The COVID-19 pandemic placed extraordinary stress on sport organizations. Measures to curb the spread of the pandemic (social distancing, capacity limits, lockdowns, etc.) meant many participatory sport organizations were unable to run programming or experienced restrictions on their operations. Wicker et al.'s (2012) micro and macro level determinants of sport participation support that sport facilities and sport programs play a key role in individuals' sport participation. Given the facts that the pandemic had an adverse effect on individuals' physical activity (Moore et al., 2020) and that lower levels of physical activity during the pandemic had a significant impact on well-being (Lesser & Nienhuis, 2020), we need to understand how community sport organizations (CSO) reacted. Evans et al. (2020) presented questions that researchers should attempt to answer in the pandemic recovery phase: 1) how the organizational structures of sport may change; 2) how inequalities exposed by the pandemic may be addressed. The purpose of the current research was to answer those questions from the perspective of managers in CSOs.

This research adapted the multi-dimensional framework of capacity in CSOs developed by Doherty et al. (2014). Seven semi-structured interviews were conducted with managers in Canadian CSOs. Interviews were conducted online and ranged in length from 60 to 90 minutes. The interview guide utilized the capacity dimensions developed by Doherty et al. (2014) with a focus on the direct impacts of the pandemic. Interviews were transcribed and thematically coded to determine the impacts of the pandemic; the inequities highlighted by the pandemic; and the way in which these organizations responded.

Analysis of the interview results identified four themes with regards to the impact of the pandemic on CSOs: 1) Financial Constraints; 2) the "COVID Pivot"; 3) Organizational Size; 4) Planning Capacity. Financing and fundraising was a consistently reported impact of the pandemic, especially for organizations holding grants based on providing programming, and organizations that relied on in-person fundraising. Consistent with Teare & Taks' (2021) prediction of sport organization innovation, organizations attempted innovating with a pivot to technology to deliver technology but were hampered by existing inequities such as lack of access to technology for participants. One organization stated: "We could have fed all our families and we could have bought devices and WIFI for all our kids (, Åö√Ñ-ø), but if we did that at the expense of being able to get back on the ice this fall, at this point I'm talking about closing up the organization." [This org. provides after-school hockey programs for under-served youth in urban areas]

Larger organizations reported struggled with regional variations in policies resulting in increased costs that smaller organizations did not face, supporting Doherty et al.'s (2014) finding that capacity varies based on size. Finally, organizations reported that capacity to plan for the future had been significantly reduced. This research provided evidence that CSO capacity was negatively impacted. Future research should attempt to develop mechanisms through which CSOs can be supported by funding organizations and to establish how these reductions in capacity may impact future participants.

Examining the persuasive impacts of emotional and rational appeals on athletic donor behavior

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Poster

Communication

Poster Presentation 3

Other

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

In 2019, NCAA Division I raised approximately \$2.63 billion while NCAA Division II received significantly smaller donations (\$0.6 million; NCAA, 2020). During the current unprecedented time, more Division II athletic programs have experienced financial challenges as allocated revenues, such as student fees, direct and indirect institutional support, have decreased significantly (e.g., \$13.9 million in 2020 vs. \$44 million in 2019, NCAA, 2020). Thus, understanding how to effectively solicit financial donations became more important than ever.

Extensive literature in athletic fundraising has provided insightful knowledge by exploring various factors such as performance-related (e.g., success, championship; Daughtry & Stotlar, 2000; Rowell, 2016) and motivation-related dimensions (e.g., philanthropic, social, benefits; Popp et al., 2016) in giving behavior. However, less attention has been given to the role of advertising appeals in an athletic donation context even though previous literature in general donation behavior has consistently reported the powerful impact of message appeals (e.g., emotional, rational) on giving behavior. For example, Moran and Bagchi (2019) found that advertisement emphasizing emotional benefits (e.g., providing a chance for receivers to have fun) led to more favorable attitudes toward advertising and greater willingness to donate as opposed to rational appeal condition (e.g., giving a chance for receivers to medicine, food). In addition, visualization of the message appeal can moderate the relationship (Lin et al., 2014). When advertising an image (e.g., a photo of smiling children) that is matched with a message (e.g., emphasizing emotional benefits), more favorable attitude and greater intention could be observed. Therefore, the current study will examine the impact of message appeals (emotional vs. rational) and image appeals (emotional vs. rational) on athletic donor behavior.

The current study will utilize a 2 (Message appeal) x 2 (Image appeal) between-subject experimental design. Approximately 200 alumni of a public Division II school will be recruited to participate. They will be randomly assigned to one of the four conditions and then asked to report their attitudes toward advertisement and willingness to donate (Moran & Bagchi, 2019) using an online survey. Also, questions related to sociodemographic (e.g., income), psychographics (e.g., fan identification), and manipulation check will be assessed to increase the validity of the study. Assuming our findings will be in line with previous literature (e.g., Moran & Bachi, 2019), it is expected that emotional messages (e.g., emphasizing excitement, pride, passion) presented with its matching images (e.g., presenting a glorious moment) will elicit more favorable attitudes toward ads and greater willingness to donate as opposed to other conditions. This research is the first known attempt to investigate the role of advertising appeals in athletic donation context, particularly using the NCAA Division II setting. Practical implications will be presented from the findings of the current experimental study. If confirming the importance of using more emotional message/image appeals, marketing practitioners in collegiate athletics will benefit from this study by adopting more emotional appeals and matching effects between a message and an image when creating an advertisement for attracting more donors.

**Alternative Sports as tools for sustainable development:
Understanding alternative sports participation and pro-environmental behavior**

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Poster

Sport for Development

Poster Presentation 3

Other

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Alternative sports remain underresearched, particularly on how participation in them may foster behaviors for social change. There is growing knowledge that “doses of exposure to nature and green exercise bring performance-relevant physiological, immunological, and psychological benefits” (Rogerson, 2017, pg. 1). Participation in alternative sports globally is also increasing (Lange, 2021). However, there is a lack of understanding of the relationship of nature and alternative sports. It is important to understand how participation in different types of sports may foster behaviors that will help sustainable development goals, especially as the United Nations sustainable development agenda has identified sport as a unique tool to support this global plan for action (UN Office on Sport for Development and Peace (UNOSDP), 2015).

Based on Krein (2008), Brymer & Oades, Brymer & Schweitzer (2009 & 2012), and Humberstone (2011), the purpose of this study was to examine if participation in alternative sports cultivates athletes’ pro-environmental behavior. Pro-environmental behavior was established as “conscious actions performed by an individual so as to lessen the negative impact of human activities on the environment or, and to enhance the quality of the environment” (Sawitri et al. 2015, pg 28). Alternative sports are sports that ideologically or practically provide alternatives to mainstream sports and their values (Coakley & Dunning, 2000) and could be categorized as extreme, lifestyle, adventure or nature-based (e.g., windsurfing, martial arts, kayaking, snowboarding, rock climbing).

The guiding question was: How do alternative sports participants view the relationship between their participation and their behaviour, specifically pro-environmental behaviour? Data for this study were gathered from 20 in-depth interviews conducted throughout February 2020 with individuals active in alternative sports. Participants were recruited via purposive and snowball sampling. Questions during the interview focused on understanding each of the individual’s behaviors, their values, and how they are connected to their sport participation. Each interview lasted 30 - 100 minutes, with an average length of 48 minutes. Participants came from Guam, England, Australia, Germany, Canada and the US. Additionally, the average number of sports that participants are involved in is 2.8, out of which 11 participants are involved in both alternative and traditional sports. In total, participants in this study participated in 30 alternative sports.

Results indicate a link between alternative sport participation and perceived pro-environmental values and behaviors. The main themes identified are: alternative sport participation and environmental awareness/consciousness; nature-based alternative sports vs. non-nature based alternative sports; and, environmentalism, Zero Waste life & Greta Thunberg. Within these themes, participants indicated that alternative sports influenced their perceptions of how they view and interact with nature. Results also suggest a slight distinction between participants of nature-based alternative sports vs non-nature-based alternative sports with respect to these perceived outcomes. The findings highlight a need to continue research on the intersection of alternative sports participation and pro-environmental behaviors and their potential role in cultivating socially conscious behaviors. This research is particularly important as the use of sport as a unique tool in the sustainable development agenda grows globally. The implications for academia and practitioners will be discussed.

Building Brand Image through Sponsorship: Comparing Image Transfer Effects of eSport and Sport Event

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Poster

Facilities/Events

Poster Presentation 3

Sponsorship

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Comparing costs of eSport sponsorship (Nike's LOL Pro League deal [annually \$29 million]) and sport sponsorship (Nike's NFL deal [annually \$138 million]), eSport serves as an affordable alternative option for both endemic (e.g., Logitech) and non-endemic (e.g., BMW) brands to connect with worldwide young demographic. However, there have been concerns regarding the potential risks of sponsoring eSport events such as reputational damage from the negative image transfer (e.g., violence; Bloomberg, 2020). Previous research has focused on image transfer from sponsors to traditional sport events with limited understanding on image transfer effects in eSport settings, this makes brands hesitant to enter/renew sponsorship decisions with eSport events. Drawing upon the image transfer theory (Gwinner & Easton, 1999), the current study aims to examine the effects of event types (eSport vs. Sport) and brand types (endemic vs. non-endemic) in sponsorship.

The image transfer theory has been extensively utilized for sponsorship literature, which explains how existing associative memories regarding an event transfer to a sponsoring brand's image. According to Gwinner and Easton (1999), image transfer between two entities is more effective when one has a significantly weaker image. When comparing the popularity and history of eSport and traditional sport, we supposed that brand associations with eSport are generally weaker. Thus, when a sponsoring brand is the same, greater effect of image transfer will be observed for a sporting event than an eSport event (H1). Further, the intensity of image transfer can be affected by the level of fit/similarities between two entities (e.g., Gwinner & Easton, 1999). For example, Campbell and Warren (2012) found that positive image of an entity is more likely to transfer to another when two entities are congruent while negative image transfer is more salient when two entities are incongruent. Thus, it was hypothesized that positive (negative) associations of an event will be more (less) likely to transfer to congruent (endemic), as opposed to incongruent (non-endemic) brand (H2).

An online experiment - employing a 2 (event type: sport vs. eSport) x 2 (brand type: endemic vs non-endemic) x 2 (sponsorship: yes vs. no) between-subject design - will be conducted. Pretests will be conducted to select appropriate sponsoring brands and events and to identify a set of trait adjectives for each brand and event for the main experiment. Approximately 300 participants will be recruited through Amazon M-Turk and randomly exposed to one of eight conditions. Then, image transfer effect will be assessed via adjective-based image transfer measure following Kwon et al (2016)'s work. Further, event involvement and perceived fit will be measured and served as a covariate.

The current study will advance our knowledge of image transfer effect by testing significant but unexplored topics (e.g., negative image transfer) and provide specific guidelines for corporate sponsors to select an appropriate event, facilitating positive image transfer and preventing negative image transfer. For example, non-endemic (incongruent) firms which are interested in sponsoring eSport events should consider the other types of fit (e.g., image-based similarity) when selecting an eSport event to avoid negative image transfer.

The Impact of Radical Changes on the Organizational Effectiveness of Guangdong Provincial Swimming Association: A multiple Stakeholders' Perspective

Junyi Bian, Western Michigan University

Ming Li, Western Michigan University ADVISOR

Poster

Management

Poster Presentation 3

Organizational Change

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Introduction

In the context of Chinese administrative reform, sport organizations are experiencing a drastic transitional process, from a state-based or centralized governance system to a market-based or decentralized governance system. Therefore, the purpose of this study was to understand how radical organizational changes impact the effectiveness of state-level sport organizations from multiple stakeholders' perspectives.

Literature Review

Stakeholder theory was used as an overarching approach in this study as it examines the relationship between an organization and its stakeholders. In addition, goal attainment and multiple constituencies were two variables commonly used to measure the effectiveness of an organization. Within the framework of goal attainment, organizations are deemed effective when they have obtained their set goals, such as winning a number of medals (Slack & Parent, 2006). The multiple constituency variable considers the variety of perspectives held by an organization's constituents or stakeholders. Accordingly, effectiveness is achieved when an organization satisfies the needs of one or many of its key stakeholders.

Method

The methodology of a single case study of Guang-Dong Provincial Swimming Association (GDPSA) was used to provide an in-depth understanding of the impact of organizational changes on the effectiveness of GDPSA. Specifically, it investigated how organizational changes affected the effectiveness of GDPSA through examining the perceptions and experiences of the various stakeholders of GDPSA. A number of interviews were therefore conducted with both internal and external stakeholders of the organization.

Results, Discussion & Conclusion

Goal Attainment. As GDPSA moved through the transition process and underwent radical changes, the annual goals originally outlined in the 2015-2020 strategic plan became obsolete. In addition, the new appointment of a president for GDPSA, as well as the changes that local governments required GDPSA to abide by, also caused a shift in organizational goals together.

Multiple Constituency. In the interviews, participants discussed how the change processes impacted GDPSA's ability to deliver services to its external stakeholders: "inevitably, with the lack of resources we were working with, there were going to be some challenges in meeting all of the needs of the members" (leadership team member-2, internal stakeholder-1). This was supported as well by an interviewee-1 (Students-athlete parent-2, internal stakeholder-2), who explained how GDPSA experienced a gap in services. On one hand, interviewee-1 was not positively confident about the service GDPSA provided in the transitional process. On the other hand, this interviewee also explained how the organization's ability to meet the needs of its stakeholders improved once the staff became accustomed to their new positions. Another interviewee (Students-athlete parent-3, internal stakeholder-3) pointed out that once the staff have adjusted themselves to the new environments, the goals of GDPSA would be achieved. "If GDPSA does not provide enough services in the market, it won't be able to survive" (Students-athlete parent-3, internal stakeholder-3). After the transitional process, GDPSA must rely upon the market to obtain the needed resources, instead of getting them from the local government. A students-athlete parent-3 predicted that the quality-of-service provided by GDPSA would get better and better.

If you build it and move it to the suburbs, they'll come: A case of intracity team relocation and environmental justice in Baltimore, Maryland

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Walker J. Ross, Florida Southern College

Poster

Facilities/Events

Poster Presentation 3

Sustainability

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Over the last 24 months, the convergence of social, economic, public health, and environmental concerns in sport have been at forefront of popular press and management research. Recent events of 2020 and 2021 have catalyzed current discussions on the interactions between sport, social justice, public health, and environmental issues (Merchant et al., 2021). This poster presentation examines these topics and presents a case study of Baltimore, Maryland - a city with a long history of racial segregation and discrimination (WNYC, 2015) - by examining intracity team relocation as a byproduct of environmental injustice.

By the 1970s, the white majority in the heart of Baltimore had dissipated (Short, 2006). Likewise, Black populations across the U.S. migrated inward to city centers, a consequence of white residential mobility (Depro et al., 2015; Frey, 1980). As of 2010, white Americans made up less than 30% of Baltimore's population (U.S. Census Bureau, 2010). The selective nature of white mobility in the U.S. is returning to urban areas, which is mirrored in today's urban gentrification (Zapatka & Beck, 2021). Baltimore's teams originally played in Memorial Stadium outside of the city center, but both moved into the heart of the city following the trend of most new stadiums constructed in the last few decades (Schneider, 2018). While most teams will suggest their moves are due to accessible land, desired economic opportunities, or locations nearer to fans, we postulate that stadium moves are partially the result of environmental discrimination (e.g., Banzhaf et al., 2019).

Environmental justice (EJ) scholars often use "readily available geographically aggregated (e.g., census tract) data describing population flows in order to look for evidence" of mobility (Depro et al., 2015, p. 441). This poster presentation suggests the alternative, that stadium mobility using geographically aggregated data can support evidence of environmental injustices. Therefore, to further understand the overlays between sport, society, and the natural environment in Baltimore, this poster presentation seeks to plot and discuss the inroads and connections between racially-motivated societal inequalities, environmental injustices, and the relocation of the Baltimore Ravens and Orioles. Specifically, the purpose of this poster presentation is to explore the relationship between white residential movement, team relocation, and federally-recognized environmental injustices in Baltimore, Maryland while considering the possibility that environmental injustice helps to explain relocation patterns of major men's professional sport franchises in the United States.

To address this purpose, this presentation will use data from the U.S. Census Bureau and Environmental Protection Agency environmental justice screening and mapping tool (EJSCREEN). Findings from this analysis to be presented in the poster will include visualizations of the environmental injustices and demographic data at the present and former sites of the Ravens and Orioles. It is our belief that this analysis will reveal that team intracity relocation reveals trends related to white flight, gentrification, as well as environmental pollution and injustice patterns within the community of Baltimore.

Delivering a Sustainable Youth Olympic Games Legacy: Three Case Studies exploring the Organizing Committee's management practices

Jeeyoon Kim, Syracuse University

Miryoungh Chung, Florida International University

Eunha Koh, Incheon National University

Poster

Facilities/Events

Poster Presentation 3

Other

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

While research has been conducted on Olympic legacy (see Scheu et al., 2019), an area 'under researched' is the context of Youth Olympic Games ("YOG") (Preuss & Hong, 2021). Hanstad et al. (2021) described YOG as an event with the 'look-and-feel' of the Olympics yet with different facets (e.g., eligibility, venue requirement, education programs). Such facets shape YOG legacy objectives (e.g., target population, legacy-type) and managerial approaches (e.g., staffing, budgeting) in ways different from the Olympics (Nordhagen, 2021), calling for management strategies tailored for YOGs. Few studies have been conducted on YOG legacy management, mainly focusing on stakeholder relations (e.g., Spazier, 2016; Thoni, 2014). Parent et al. (2015) identified the Youth Olympic Games Organizing Committee ("YOGOC") as the principal/central organization in legacy delivery. However, there is a lack of knowledge focusing on YOGOC's perspective and intra- and inter-organizational practices.

This project explores YOGOC's legacy management within the organization and in collaboration with stakeholders, grounded on stakeholder theory. Adopting the legacy governance process as an analytical framework (Leopkey & Parent, 2017), YOGOCs' practices over the four phases of conceptualization, planning/implementation, transfer/transformation, and post-game management are investigated based on case studies.

Method

For this study, three YOGs are examined: Lillehammer 2016, Buenos Aires 2018, and Lausanne 2020. Data was collected via archival materials and semi-structured expert interviews with legacy managers. A priori, thematic coding (Miles et al., 2014), and open coding (Cordin & Strauss, 2008) were conducted to independently code transcripts and archival material (YOGOC/IOC documents and websites, news articles, etc.). Intercoder reliability, member checks, and interpretations were utilized to ensure trustworthiness (Creswell, 2012).

Preliminary Findings

At the current point, Lillehammer 2016 and Buenos Aires 2018 are investigated, utilizing the legacy process framework (Leopkey & Parent, 2017). Preliminary findings indicate the importance of planning, transfer, and post-game management. Lillehammer YOGOC revealed the significance of culture creation and empowerment not only within YOGOC but also with different stakeholders (e.g., government, school, clubs, ministry). Lillehammer YOGOC involved outside practitioners from the planning stage to foster ownership and empowerment. Also, within YOGOC, creating a culture that recognizes the importance of legacy was key in promoting identity and positioning legacy as top priority. For the transfer phase, both cases highlighted the need for a legacy management agency that would ensure the continuity of the programs planned during the planning phase. Interestingly, an Olympic Legacy Center was created to manage Lillehammer YOG legacy post-event, but that was not the case for Buenos Aires YOG. For the post-event phase, both YOGs emphasized evaluations measuring the legacy outcomes, and legacy best practices (e.g., volunteers with disabilities and from underprivileged populations). These preliminary findings are of importance for YOGOCs and legacy literature as it provides insights on the management strategies and the legacy delivery methods tailored to YOGs (Hanstad et al., 2021). This project will include Lausanne 2020 to further add to legacy knowledge before NASSM 2022.

Examining Commentators' Construction of Rugby 7s Broadcasts: Establishing Baseline Characteristics

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B. Christine Green, *George Mason University ADVISOR*

Poster

Communication

Poster Presentation 3

Media

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

It is widely assumed that commentary during sport telecasts plays a useful role in audience engagement (Comisky et al., 1977; Rumpf et al., 2015), interpretation (Bryant et al., 1977), and enjoyment (Raney, 2012) of games and matches. In the U.S. context, substantial work has compared the nature of commentary about female and male athletes (Poniatowski & Hardin, 2012), and comparing commentaries about athletes from different racial group (Van Sterkenburg et al., 2010). That work demonstrates consistent differences such that the athleticism of female athletes is less-well featured than it is for male athletes, and non-white athletes are more likely to be treated as physically talented while white athletes are more likely to be treated as hard working and/or smart. Those studies presuppose that commentating matters, then undertake the work without any baseline information about commentating more generally. While differences found are of interest, we nonetheless have scant information about what commentators generally have to say, and how frequently standard categories of commentation occur in different contexts. There is work suggesting that key elements of commentating, such as match importance and personal histories do affect audience interest (Entman, 2004; Zillman et al, 1979), and that knowledge conveyed about the sport might also enhance audience interest (Zhang et al., 1998). Yet, we have little information, other than Billings et al.'s study of the amount of discourse generated, about the relative use of such commentary in sport telecasts. This study elicits that baseline information.

In order to do so using matches that were consequential but relatively new to American audiences, commentating during American telecasts of the USA men's (N=6) and USA women's (N=6) matches at the Tokyo Olympics as well as the gold medal Olympic rugby 7s matches (N=4) at Rio and Tokyo are content analyzed using standard protocols for content analysis (Matthes & Kohring, 2008). Categories to be referenced were initially obtained via review of the literature (e.g., Bowchar, 2003; Boyle & Haynes, 2000; Tudor, 1992) and then evaluated by a sports commentator. These provided a basic framework, which the analysts were free to elaborate as they deemed necessary. Two coders analyzed each match. The initial coding scheme included six categories for analysis (description of action, explanations, contextual relevance, opinions, personal information, and forecasts. As the matches took place at the Olympic Games, some commentary was specific to the Olympics and nations more broadly, so those categories were added.

Preliminary analyses indicate the importance of providing contextual relevance at the start of the match, player information throughout, play by play throughout, limited explanation or analysis of game concepts and strategies, and a focus on historical and national significance to close the broadcast. Overall, few of the expected categories played a significant role in the commentary, perhaps due to the short, intense nature of the sport (7 players per side, 7 min. halves) and the continuous nature of play. Further analysis and discussion will consider the frequency of category use as well as any patterns of themes linked to specific game components.

**Sport Community Involvement and Life Satisfaction during COVID-19:
A Moderated Mediation of PsyCap and Stress by Generation Z**

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Jun-Phil Uhm, Texas A&M University

Kun Chang, Texas A&M University

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Poster

Marketing

Poster Presentation 3

Brand Community

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The COVID-19 pandemic has influenced every life aspect of Generation Z. At a life stage seeking to enter the job market, this generation is facing difficulties with reduced work hours and lower payments (Glasper, 2021). Highlighting the moderation effects of generation and stress, this study was designed to examine the effect of sport community involvement on life satisfaction, mediated by Psychological Capital (PsyCap).

A growing body of research highlights how following a sports team can affect individual well-being (e.g., Inoue et al., 2021). Sport community involvement - sport fans' degree of belonging to the group of personnel and supporters of their team - provides cognitive and affective values, and can be utilized to explain their motives and behaviors (Zaichkowsky, 2012). While it is evidenced that life satisfaction in general is dependent on individual's involvement in community activities (Ammar et al., 2020), we posit that fans' sport community involvement during the COVID-19 pandemic will positively impact their life satisfaction (H1).

PsyCap refers to the developmental capacity of individuals including state-like and motivational cognitive constructs such as hope, efficacy, optimism, and resilience (Luthans, 2002). PsyCap has been adapted and empirically examined to elucidate its role in one's accomplishments and well-being across different sport settings (Kim et al., 2020). In the mechanism that underlies the influence of a specific life domain (i.e., sport spectatorship as leisure) in augmenting life satisfaction, fans' positive state of psychological development (i.e., PsyCap) will play a mediating role between sport community involvement and life satisfaction (H2).

Past works found life satisfaction of Generation Z members is generally fulfilled by their interaction with others but vulnerable to stress (Ang et al., 2021; Marshall & Wolanskyj-Spinner, 2020). During the pandemic, sport fans were restricted in their in-person interactions in the sport community, which could increase stress levels and negatively impact PsyCap and life satisfaction. Hence, we assert the mediation effect of PsyCap exhibits stronger effects for Generation Z members with less distress symptoms (H3).

Fans of team sports were recruited using an online survey (N=233; Mean_age(SD)=34.56(10.01); male=66.95%; Generation Z=42.06%). We adopted scales deemed reliable and valid from previous studies (i.e., Derogatis et al., 1977; Luthans et al., 2007; Pavot & Diener, 2008; Zaichkowsky, 1994). A conditional process model (Model 72; Hayes, 2018) was conducted with inserting sport community involvement as the independent variable, life satisfaction as the dependent variable, PsyCap as the mediator, and distress and generation as moderators. Direct effect of involvement on life satisfaction (H1) was insignificant ($p>.05$). Mediation effect of PsyCap (H2) was partially supported by conditional indirect effects where the two-way and three-way interactions (H3) were significant ($p<.05$).

Our findings highlight the imperative role of community involvement in improving life satisfaction through PsyCap. The moderated mediation effect extends existing literature applying PsyCap to sport settings by considering the interaction effects of generations and stress. Furthermore, this study provides insights into how team sport practitioners can brand and design programs specifically targeting Generation Z fans in order to augment their life satisfaction through the enhancement of community involvement.

Mediating Role of Team Identification on the Relationship between Spectators' Motivation and Consumption Behaviors: Case of Shanghai Formula One Event

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Jeongbeom Hahm, Waseda University

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Poster

Marketing

Poster Presentation 3

Consumer Behavior

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Formula One (F-1) is among the most popular mega sporting events around the world. In 2021, the number of viewers watching F-1 in the U.S. reached 944,000 per race, an increase of 55% compared to the 2020 season (ESPN, 2021). Thus far, scholars have identified key predictors directly affecting various F-1 consumption behaviors that include motivation (Kim et al., 2013), service quality (Kim et al., 2016), identification (Mao & Huang, 2016). While previous studies shed light on understanding of F-1 consumption behaviors, the direct effect of antecedent such as spectator motivation may be misleading, given F-1 events are more known as individual teams such as the Mercedes F1 Team. This notion may indicate taking team identification into consideration might enhance our understanding as to the extent to which spectator motivation affects F-1 consumption behaviors through team identification. As such, the purpose of this study is to investigate the mediating effect of team identification on the relationship between motivation and F-1 consumption behaviors.

A total of 385 data were collected from spectators attending three-day F-1 events held in Shanghai, China via systematic random sampling by approaching every 10th spectator entering into the racing circuit. Concerning the instruments, spectator motivation was measured using MSSC (Trail & James, 2001), three-item team identification measure was adopted from Trail and James's (2001) scale. F-1 consumption behaviors were assessed by transactional sport consumption (attendance, media consumption, and buying merchandise, Trail et al., 2003) and non-transactional sport consumption (i.e., word-of-mouth, Kim et al., 2013).

SMART PLS 3.0 was used to estimate our hypothesized model. For the measurement model analysis of lower-order construct (i.e., motivation, team identification, and F-1 consumption behavior), all the model evaluation criteria (i.e., item loadings (ranging from .774 to .925 >.708), Cronbach's alpha (ranging from .740 to .906 >.70), composite reliability (ranging from .852 to .941 >.70), convergent validity (AVE ranging from .659 to .841 >.50), and discriminant validity via Fornell-Larcker criterion and HTMT) met the requirements (Hair et al., 2016). Because we treated motivation and F-1 consumption behaviors as a second-order factor, we tested the validity and reliability of the higher-order constructs via the repeated indicators and the two-stage approaches suggested by Sarstedt et al. (2019). As a result, the psychometric properties of second-order factors were found to be adequate. With respect to the predictive relevance of the hypothesized structural model, the R2 and the Q2 value indicated a high predictive accuracy of our hypothesized model. Structural model analysis revealed that all direct paths were significant. Bootstrapping results revealed that team identification was found to partially mediate the relationship between spectator motivation and F-1 consumption behavior.

The current study extends the limited research on the understanding of F-1 consumption behaviors. Also, we examined the mediating role of team identification between motivation and F-1 consumption behaviors, thus, explicating the mechanism through which motivation affects F-1 consumption behavior. The present study provides novel insights into the role of team identification in enhancing various F-1 related consumption behaviors for event marketers of Shanghai F-1.

Examining Fitness Membership Purchase Intention and Behavior during the COVID-19 Pandemic

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Yuanlong Liu, *Western Michigan University ADVISOR*
Colin Cork, *Western Michigan University*
Brooks Applegate, *Western Michigan University*

Poster
Marketing
Poster Presentation 3

Consumer Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The U.S. fitness industry has grown from \$11.6 billion revenue in 2000 to \$35.03 billion in 2019 (Gough, 2021a), and the number of gym memberships has increased from 32.8 million to 64.2 million (Gough, 2021b). It is projected that the upward trend will continue in next decade. However, the COVID-19 pandemic has negatively impacted this growth (Singer, 2020) with a 13.72% decline in revenue attributed to onsite fitness program closure or limited capacity due to public health restrictions (IBISW, 2021). In response, online fitness programs (OFP) which provide structured stay-home fitness participation have been developed and adopted to maintain good health during the pandemic. Statistics showed that U.S. online fitness participation has grown from 69.6 million users in 2017 to a projected 119 million by 2024 (Blumtritt, 2021a). Average revenue per online user for fitness eservices has increased from \$50.6 in 2017 to \$55 in 2020 (Blumtritt, 2021b). The fitness membership fee is counted for about 70% of the industry revenue (IBISW, 2020) and OFP is considered as the top worldwide fitness trend in 2021 (Thompson, 2021). Therefore, it is of great interest for fitness program managers to explore fitness participants' purchase intention and behavior toward OFP. Research has shown that fitness program managers need to provide social interaction opportunities for fitness participants, which will increase participation, involvement, and program satisfaction (Tsitskari et., 2014). However, the emergence of the COVID-19 led to increased fears of contracting the virus through social interaction (Ahorsu et al., 2020; Lin, 2020). The second interest is to examine how the fear of COVID-19 (FCV-19) may affect participants' purchase intention and behavior toward the onsite or online program membership.

Theory of Planed Behavior (Fishbein & Ajzen, 2009) has been used to examine human behavioral antecedents and outcomes across multiple settings, including exercise participation. It will be adapted to examine fitness participants' membership purchase behavior via its four components: Attitude toward the behavior (AB), subjective norm (SN), perceived behavioral control (PBC), and purchase intention (PI). Role identity (RI) and past behavior (PB) will be included as additional variables (Kim & James, 2016). Actual membership purchase behaviors, such as PB, current behavior (CB), and future behavior (FB) will be measured through monthly expenses. The Fear of Coronavirus-19 Scale (Ahorsu et al., 2020) will be adopted to measure the level of fitness participants' FCV-19.

A self-administered online survey will be designed in Qualtrics and distributed through Amazon MTurk. A planned sample of 3000 research participants whose age are 18 or above will be recruited and grouped based on the type of fitness program membership they purchase (onsite only, online only, or both).

Confirmatory factor analysis will be employed to validate the internal structure of these factorial constructs. Structural equation modeling analysis will be conducted to examine the structural relationships between FCV-19, AB, SN, PBC, RI, and PI as well as PB, CB, and FB, and detect the effects of FCV-19 on PI, CB, and FB toward the onsite or online fitness program membership. The final conclusions and implications will be presented.

Delivering the core product: The relationship between national NFL broadcasters and network brand equity

Michael Mudrick, York College of Pennsylvania

Poster
Communication
Poster Presentation 3

Media
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Without question, sport broadcasts have become an integral extension of the core product. To illustrate the value of league rights fees, the NFL is expected to collect approximately \$10 billion per year from 2023-33 from its contracts with CBS, Fox, NBC, ESPN/ABC, and Amazon (Sherman & Young, 2021). As such, media contracts are one of the most significant sources of revenue for notable sport leagues.

Hence, broadcast teams play an essential role in executing the production. The effectiveness of their performance can impact consumer satisfaction. To demonstrate the importance of a popular broadcast team, analyst and former quarterback Tony Romo signed an extension with CBS for reportedly \$17 million per year. Along with having strong chemistry with partner Jim Nantz - who reportedly signed a recent deal with the network at \$6.5 million per year -- Romo was touted because “viewers quickly realized [he] analyzed the game like nobody else” (Traina, 2020, para. 6). On the contrary, ESPN has been the recipient of public criticism and dissatisfaction in recent years for its choice of Monday Night Football broadcasters (Joseph, 2019).

As such, the credibility (i.e., trustworthiness, expertise, dynamism) of a sport broadcast is likely to impact fan perceptions of the brand of that network and their likelihood to continuously consume the product. Previously, media coverage was found to be related to perceived brand equity (Gladden et al., 1998). However, this was rightfully proposed in the context of quantity of coverage, with organizations as endogenous variables. Given the recent focus on NFL coverage, it is reasonable to suggest that a network’s broadcasters can serve as market-related antecedents -- similar to the star power of players and coaches -- to its perceived brand equity, which impacts audience loyalty. Currently, scant academic work in this area of sport exists. Thus, we propose that:

- H1: The perceived credibility of a national TV NFL broadcast will be positively related to broadcast quality.
- H2: Broadcast quality will be positively related to the perceived brand equity of the associated network.
- H3: Network brand equity will be positively related to audience loyalty.

Hypotheses will be tested via multiple regression analyses. A target of 250 participants will be recruited through Qualtrics. Using the NFL as a backdrop because it relies solely on national broadcasts, announcers’ names will be randomly piped into questions accordingly. Measures include: perceived credibility (Ohanian, 1991), broadcast quality and brand equity (Tanveer & Lodhi, 2016), and audience loyalty (Mudrick & Lin, 2017). Broadcaster familiarity and likeability, along with NFL fandom, will serve as controls variables (self-constructed).

This study seeks to be one of the first to examine national sport broadcasters in the context of brand equity. The value of a broadcast team, when taking into account fandom toward the sport, is vital toward assessing viewer satisfaction. Results will yield several practical implications, particularly in consideration of the importance of television ratings, the “star broadcaster” arms race, and the significant cost to showcase contests. Non-significant findings may also suggest programmatic evaluation and contractual limitations when it comes to broadcasts.

Predicting NFL Team Performance: Assessing the Utility of “Aikman Efficiency Ratings”

Jim Evans, University of North Alabama
Carter Rockhill, Carthage College

Poster
Finance/Economics
Poster Presentation 3

Analytics
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Data-driven approaches for predicting performance have become popular in professional baseball and basketball, yet have lagged behind in professional football (Otting, 2021). Scholars have evaluated National Football League (NFL) scouting methods (Duquette & Cebula, 2020), trades (Brown & Summers, 2020), and drafting strategies (Cook et al., 2020) and predicted play calls (Baker & Kwartier, 2015), player movement (Schmid et al., 2021), and turnovers (Bock, 2016), but have yet to establish a predictive model similar to Oliver’s (2004) “four factors” of basketball or Winston’s (2012) linear weights and simulation-based approaches in baseball.

Former NFL quarterback Troy Aikman (2020) proposed a team performance model using seven metrics: points per game, red-zone efficiency, turnovers, yards per rush, yards per pass, third-down conversion rate, and first downs, giving each a non-empirically-tested weight ranging between 10-20%. Aikman uses this model to create offensive and defensive “Aikman Efficiency Ratings” (AER) for each team. The primary purpose of this study was to assess the utility of Aikman’s model. Specifically, we used multilevel regression analysis (Raudenbush & Bryk, 2002) to estimate the linear weights for the various metrics and determine how well the model predicts team performance, measured by regular-season wins.

Data were gathered for all NFL team-year observations from 2011-2020 ($N = 320$). Initially, separate offensive and defensive models were specified, similar to AER. Per Nakagawa and Schielzeth’s (2012) pseudo- R^2 , the offensive model explained approximately 66.5% of the variance in wins. Mean absolute deviation (MAD) suggested the model was “off” by about 1.39 wins per team (roughly 17.4%). Significant independent variables were points per game ($B=0.54$, $p<.001$), turnovers ($B=-0.14$, $p<0.001$), yards per rush ($B=-1.02$, $p<0.001$), and first downs ($B=-0.02$, $p<0.001$).

The defensive model explained about 61.7% of the variance in wins with a MAD of 1.43 (about 17.9%). Significant independent variables were points allowed per game ($B=-0.67$, $p<0.001$), opponents’ red-zone efficiency ($B=0.96$, $p=0.003$), turnovers ($B=0.13$, $p<0.001$), yards per rush allowed ($B=0.66$, $p=0.029$), and first downs allowed ($B=0.03$, $p<0.001$).

Overall, neither model performed particularly well, considering their relatively high MAD. The magnitude, significance, and even direction of the relationships of several independent variables were also very different than AER would suggest. For example, it seems counterintuitive for offensive yards per rush and first downs to be negatively associated with wins. Thus, for exploratory purposes, we specified a third, combined model, excluding points scored and points allowed to avoid bias. The pseudo- R^2 rose to 0.787 and MAD lowered to 1.09 (about 13.7%). The parameter estimates were also more in line with expectations. Offensive red-zone efficiency ($B=0.76$, $p<0.001$), turnovers ($B=-0.13$, $p=0.007$), yards per pass ($B=1.06$, $p<0.001$), third-down rate ($B=0.07$, $p=0.012$), and first downs ($B=0.01$, $p=0.007$) were significant, along with defensive turnovers ($B=0.13$, $p<0.001$), yards per pass ($B=-1.14$, $p<0.001$), third-down rate ($B=-0.06$, $p=0.031$), and first downs ($B=-0.01$, $p=0.006$).

While this combined model showed some major improvements over the offense- and defense-only models, there is still room for improvement. Our presentation will address potential further modifications, along with suggestions on how the model can be used to predict individual game outcomes.

Dual Impact of Sportscape and Core Service Quality on Fan Loyalty in Korean Professional Baseball

Woong Kwon, Jeju National University
Sophia Min, University of New Hampshire
Kyle Mau, Indiana University
Kevin Byon, Indiana University

Poster
Marketing
Poster Presentation 3

Consumer Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The Korean Baseball Organization (KBO) league has become the most popular sport league in South Korea. Despite the popularity, attendance has declined over the past years. For instance, attendance dropped from over 8 million in 2016 to 7 million in 2019 (KBO, 2021). As ticket sales are a primary revenue source, it is imperative to examine the spectator decision-making factors affecting fan loyalty. Of those several variables, pull factors have consistently been identified as important variables, which are defined as different attributes and features of the sport products used by the management of sporting events to attract (or “pull”) consumers. These factors can include tangible attributes associated with the sport event and sportscape.

Concerning various pull factors, scholars have adopted the approach of testing either core service quality (Byon et al., 2010) or sportscape (Wakefield & Sloan, 1995) separately. As few scholars have examined the effects of sportscape and core service quality together, such research is expected to enhance our understanding of the focal pull factors affecting fan loyalty. Hence, the purpose of the study is to examine the dual impact of sportscape and core service quality on fan loyalty of Korean baseball teams.

Data were collected from spectators of 10 teams playing in the KBO league during a regular season (pre-COVID) via systematic random sampling. Trained interviewers approached every 10th spectator entering the stadium, resulting in 1376 data. Core service quality (i.e., team performance, star players, schedule, and price) was measured by adapting the scale of market demand (Byon et al., 2010). Sportscape (i.e., convenience, seat comfort, cleanness, and stadium quality) was adapted from Wakefield and Sloan (1995) and Jang et al. (2020). Three items were used to assess fan loyalty (Heere & Dickson, 2008).

Our hypothesized model was estimated via SMART PLS 3.0 by adopting the procedures suggested by Hair et al. 2016. Composite reliability ranged from .67 to .94. Convergent validity via AVE ranged from .44 to .88, and discriminant validity via Fornell-Larcker criterion and HTMT also exceeded the thresholds except for team performance, for which possible reasons will be discussed in the presentation (Hair et al., 2016). Results of the structural model revealed cleanness ($\mathcal{C}\leq$.11), convenience ($\mathcal{C}\leq$.11), star players ($\mathcal{C}\leq$.28), price ($\mathcal{C}\leq$.12), and schedule ($\mathcal{C}\leq$.16). The R² value of fan loyalty was .21, indicating 21% of variance explained by the above five factors.

Although not all predictors were found to be significant, the findings reaffirm the importance of variables associated with core service quality and sportscape in explaining fan loyalty of Korean professional baseball. Novel theoretical implications concerning the dual impact of sportscape and core service quality in influencing fan loyalty and the somewhat low effect size of the significant predictors will be discussed. Also, practical recommendations as to how KBO team managers and marketers could utilize the findings to develop marketing and promotional campaigns to foster fan loyalty of Korean baseball teams will be elaborated in the presentation.

Effects of Coach-Created Motivational Climate on the Coach-Athlete Relationship and Student-Athletes' Fear of Failure

Gemma Miller, University of New Mexico

Edward Horne, University of New Mexico ADVISOR

Poster

Communication

Poster Presentation 3

Other

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Introduction and Literature Review

Coaches are key social agents whose interpersonal style contributes to groups' motivational climate (Lonsdale et al., 2016). Coaches create motivational climates by designating rewards and punishments (Olympiou et al., 2008), and through their interactions with athletes on an interpersonal level (Abralde et al., 2016). Research shows motivational climates influence athletes' self-determined motivation and whether they prioritize winning over personal development (Olympiou et al., 2008; Moreno-Murcia et al., 2019). It also makes sense if coach created motivational climates (CCMC) are created in part via coach-athlete interpersonal communication, for CCMC to influence coaches' relationships with athletes. Further, if a CCMC is built upon punishments, athletes may develop a fear of failure (FF). The extant literature on how CCMC influences relationships and athletes' FF is limited. This is especially true in the context of collegiate athletics in the United States (US). The purpose of the current study then, is to examine how team's CCMC influences coach-athlete relationships and athletes' FF in collegiate athletics in the U.S. This is important because roughly 460,000 student-athletes compete in collegiate athletics (Anderson & Dixon, 2019). Understanding how CCMC influences student-athletes' sport experiences can also provide insight into how coaches and administrators may improve team climate and individual experiences.

The study is guided by the theoretical frameworks of self-determination theory (SDT; Deci & Ryan, 1985; 2000) and achievement goal theory (AGT; Nicholls, 1989) which have previously been employed to study how CCMC influences coaches' relationships with youth athletes and youth athletes' FF (cf. Olympiou et al., 2008; Moreno-Murcia et al., 2019). The following research questions will be posed:

1. How are CCMC and student-athletes' perceptions of the relationship quality with their coach related?
2. How are CCMC and student-athletes' FF related?

Method

Guided by SDT and AGT, a closed-question survey will be distributed to collegiate student-athletes with the goal of having 300 completed surveys returned. The survey is comprised of four sections, including: (1) the Perceived Motivational Climate in Sport Questionnaire-2 (Newton et al., 1999), (2) the Performance Failure Appraisal Inventory (Convoy et al., 2002), (3) the Coach-Athlete Relationship Questionnaire (Jowett & Ntoumanis, 2004), and (4) demographics.

Descriptive data and Cronbach alpha reliabilities will be recorded for all variables. Canonical correlation analysis will be used to examine the connection between the subscales within the coach-athlete relationship and the CCMC, as well as the subscales within FF and CCMC.

Expected Results

We expect to find athletes who perceive their CCMC as task-involving are more likely to experience stronger relationships with their coaches than athletes experiencing ego-involving climates. Further, we expect athletes who perceive their CCMC as more ego-involving climate to be positively related to FF and hold a greater degree of FF than athletes perceiving task-involving climates. Findings will expand our understanding of the key constructs between CCMC, coach-athlete relationships and FF in sport settings by extending their use to the collegiate sport context. Findings can also provide insight into a key interpersonal relationship in sport, as well as illumine strategies for improving CCMC.

The Influence of Core Service Quality Associated with Korean Women's Volleyball on National Image and Consumption Engagement of Korean Products: Perspective of Korean Wave in Thailand

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Kevin Byon, Indiana University ADVISOR

Hyunseok Song, Indiana University

Sungbae Park, Hanyang University ADVISOR

Poster

Marketing

Poster Presentation 3

Service Quality

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The purpose of the current study was to examine the effect of core service quality on national image and related behavioral intentions focusing on the neighborhood country sport fans' interest in Korea, such as Korean Wave (or 'Hallyu' in Korean). The stimulus-organism-response (SOR) framework was adopted to identify the relationship among core service quality (i.e., player attractiveness, emotional experience, and team performance) (S), Korean national image (O), and behavioral intentions (i.e., intention to visit Korea and purchase Korean products) (R). The total of 286 in-person data were collected from Thai sport fans attending the Korea-Thai Super Match (women's volleyball) held in Nakhon Ratchasima, Thailand.

We conducted a structural equation modeling to examine 1) the direct effect of player attractiveness, emotional experience, and team performance on intention to visit Korea and intention to purchase Korean products and 2) the indirect effect of the core service quality on the behavioral intentions through Korean national image. The SEM results revealed that the direct effect of player attractiveness to visiting Korea ($\beta = .593, p < .001$) and intention to purchase Korean products ($\beta = .274, p < .001$) were significant. Also, the direct effect of emotional experience to visiting Korea ($\beta = .338, p < .05$) and intention to purchase Korean products ($\beta = .426, p < .001$) were supported. However, the effect of team performance to visiting Korea ($\beta = .128, p > .05$) or intention to purchase Korean products ($\beta = -.020, p = .683$) were not significant. In terms of the indirect effect of player attractiveness through Korean national image ($\beta = .326, p < .001$) to intention to visit Korea ($\beta = 0.343, p < .001$) and intention to purchase Korean products ($\beta = .248, p < .001$) were significant. Also, the indirect effect of emotional experience through Korean national image ($\beta = .541, p < .001$) to visiting Korea and intention to purchase Korean products were significant. However, the indirect effect of team performance was not supported as reporting not significant relationship between team performance and Korean national image ($\beta = .059, p = 0.260$).

The findings in this study provide theoretical implications. Using SOR as the overarching theory, we found the mechanism through which country image played a significant mediating role between core service quality and Thai spectators' behavioral intentions toward purchasing Korean products and visit to Korea. This finding certainly enhances the utility of SOR in explicating foreign spectators' behavioral intentions through country image and core service product (i.e., sport event itself). This novel finding can also be useful for practitioners who are in event and tourism sectors to better associate their products and destination with sport teams playing in foreign countries.

The Effects of Service Quality on Customer Satisfaction, Trust, Commitment, and Loyalty in Sports and Fitness Centers: A Focus on the Moderating Effect of Sports Involvement

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Poster
Marketing
Poster Presentation 3

Consumer Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The sports and fitness industry has grown steadily as healthy living has become a global trend (Chekhovska, 2017). An increase in the number of fitness centers has led to vicious competition and could eventually result in economic losses. The concept of service quality (Parasuraman et al., 1988) provides insight into effective management strategies for successful sports and fitness centers in such a competitive environment. Therefore, the purpose of the current study was to examine a structural model involving service quality, customer satisfaction, trust, commitment, and loyalty in the context of sports and fitness centers. Additionally, the present study explored the moderating role of customers' sports involvement in the effectiveness of the structural model.

Based on the existing literature, we hypothesized that components of service quality including tangibility (H1), reliability (H2), responsiveness (H3), assurance (H4), and empathy (H5) improve consumer satisfaction. Furthermore, we hypothesized that satisfaction positively influences trust (H6) and commitment (H7), which in turn leads to increased loyalty (H8 and H9).

The existing literature tends to view sports consumers as a homogeneous group rather than a heterogeneous group of individuals with unique personal characteristics. However, it can be reasonably assumed that the impact of service quality on consumer behavior will vary depending on personal characteristics of consumers, including their individual levels of sports involvement. Hence, the authors suggest sports involvement as a potential moderator of the effect of service quality on consumer satisfaction (H10-H14).

A survey study targeting 606 consumers of sport fitness centers was conducted in China. Latent moderated structural equation modeling (Klein & Moosbrugger, 2000) was conducted to test the hypotheses.

The effects of tangibility (H1: standardized $\beta \geq .119$, $p < .01$), reliability (H2: standardized $\beta \geq .115$, $p < .05$), responsiveness (H3: standardized $\beta \geq .153$, $p < .01$), assurance (H4: standardized $\beta \geq .310$, $p < .001$), and empathy (H5: standardized $\beta \geq .115$, $p < .05$) on satisfaction were statistically significant. Additionally, satisfaction had a positive impact on consumer trust (H6: standardized $\beta \geq .372$, $p < .001$) and commitment (H7: standardized $\beta \geq .354$, $p < .01$). The path coefficient from trust (H8: standardized $\beta \geq .457$, $p < .001$) and commitment (H9: standardized $\beta \geq .217$, $p < .001$) to loyalty was found to be statistically significant. Meanwhile, the results showed a moderating effect of sports involvement in the relationships between reliability (H11: standardized $\beta \geq -.100$, $p < .05$), responsiveness (H12: standardized $\beta \geq .145$, $p < .05$), assurance (H13: standardized $\beta \geq -.111$, $p < .05$), empathy (H14: standardized $\beta \geq .194$, $p < .05$) and satisfaction. Theoretical and practical implications will be discussed in detail in the presentation.

Sport Consumer Resilience in Sport Industry: A Spatial Multilevel Modeling Approach

Changwook Kim, University of Florida

Jinwon Kim, University of Florida

Jeoung Hak Lee, Kyung Hee University

Poster

Method

Poster Presentation 3

Multilevel Analysis

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

As the spread of COVID-19 continues to shake socioeconomic foundations, resilience - adaption to adversity through the use of individual or community resources - is becoming increasingly important for both communities and individuals. In the context of resilience, sport consumer resilience refers to an intervention through a sport consumption experience that affects people's ability to cope with adversity (Kim et al., 2021).

Resilience scholarship has proposed that a multilevel framework for bridging individuals and their built environments could help improve understanding of resilience within a community (Ungar, 2011). In the sport industry, community-level sport clusters consist of various types of sport entities associated with community sport facilities and supporting infrastructures (Gerke et al., 2015). From a multilevel point of view, the macro-level local sport industry clusters could thus provide individuals with community resources for sport consumption that may promote an individual's resilience capacity. That is, the sociopsychological benefits that individuals obtain by consuming sport could be a transformative source for enhancing their capacity to cope with adversity (Inoue et al., 2021).

However, much of the extant research on sport - resilience has continued to examine single-level sport contexts in specific subfields, such as sport clubs and sport teams from the standpoint of organizational resilience (the response of community sport clubs to natural disasters). Accordingly, the aims of this study, through a spatial multilevel framework that allows an upper-level context (sport industry clusters) to be modeled with individual behavior (sport consumption), are twofold:

- (1) To examine whether community-level sport industry clusters (level 2) affect individual-level sport consumption activities (level 1); and
- (2) To assess how such cross-level associations could influence consumer resilience at the community (level 2) and individual level (level 1).

The current study selects Florida as the study area, because sport industry development and community resilience have been recognized as crucial elements of the community agenda in Florida (Kim et al., 2021). For community-level data (level 2), sport industry clusters (the location quotients of a spectator sport, promoters, agents, and sport facilities) and community resilience (baseline resilience indicators) are acquired from secondary sources. Individual-level data (level 1) collection is ongoing via the Qualtrics panel (3,000 Florida residents), which measures (a) sport consumption activities (the type and the average time per week of sport consumption activities including spectator sport, sport participation, and sport media viewing) and (b) consumer resilience, using the Connor-Davidson Resilience Scale. In addition, the county-based COVID-19 cases (level 2) and the risk perception of COVID-19 (level 1) will be controlled for situational and subjective risk exposures depending on the county in which the respondent resides. Data will be analyzed using multilevel structural equation modeling and spatial interaction analysis (geographically weighted regression) to combine and establish relationships between contextual constructs at the macro and micro levels.

This study will contribute to knowledge on sport - resilience by revealing how sport industry affects sport consumer resilience. At the same time, the spatial multilevel approach opens new windows of opportunity that may illuminate place-based resilience strategies and policymaking through sport consumption within the sport industry in a region.

The Boundary of Esports Consumers: A Scoping Review

Wooyoung William Jang, *University of West Georgia*
Kevin K. Byon, *Indiana University*

Poster
Marketing
Poster Presentation 3

Consumer Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Esports has attracted practitioners' and scholars' attention over the past decade (Leis et al., 2021). There were definitions of esports as professional competitive gaming (Seo et al., 2018), an extension of the traditional sport by using technology (Jang & Byon, 2020), or simply an extension of video gaming for leisure (Kim, 2013). In this sense, professional gamers, online/offline spectators, and esports game players for leisure have been recently studied as esports consumers. Although the definitions of esports may focus on different aspects and be conceptualized per the studies' concentration, the diversity might be explained that esports is an umbrella term that includes various stakeholders and consumptions (Jang et al., 2021; Jenny et al., 2017). Thus, the diverse aspects of esports may lead to more questions regarding the boundary of esports consumers that remain unanswered. For instance, should participants in institutionalized esports tournaments for competitiveness or gamers playing the same esports game non-competitively both be considered esports consumers? For another example, should individuals who have no desire to play esports games themselves anymore but watch streamers' live-streaming of esports content without playing be considered esports consumers? To address the above question, this study aimed to examine a scoping review.

The review followed five key phases: (1) identifying the research question, (2) identifying relevant studies, (3) article selection, (4) charting the data, and (5) reporting the results (Arksey & O'Malley, 2005). To identify studies, the keywords were used as esports, competitive video games, electronic/virtual/digital sports, and electronic/virtual/digital competition. With the keywords, a search across multiple databases, including Google Scholar, Scopus, SPORTDiscus, and EBSCOhost will be conducted. Also, five representative sport management journals (i.e., ESMQ, IJSSMS, JSM, SMR, and SMQ) will be included in our article search. The studies that were written in English and published between 2005 and 2021 will be selected due to the reason that in 2003 the Electronic Sports World Convention (ESWC) took place, known as the first esports event. As such, the first esports peer-reviewed article was published in 2005 (Lansz & Martens, 2005). To chart the data, the number of publications per year, study type, target population, consumption type will be conducted by using frequency analysis. The results will be organized and reported via thematic analysis.

The current study results will provide a map of a wide range of esports consumer literature and envisage the boundary of esports consumers for future esports consumer studies. Specifically, findings are expected to present the existing literature's range of esports consumers and identify research gaps regarding the scope of esports consumers. Practically, this novel typology of esports consumers through a scoping review would help practitioners to develop more tailored marketing strategies that could better appeal to diverse esports consumers.

Social Media Analytics of Tokyo 2020 Games' Sustainability Promotion Activities

Han Soo Kim, Texas A&M University

Minjung Kim, Texas A&M University ADVISOR

Poster

Facilities/Events

Poster Presentation 3

Sustainability

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Sustainability has become a global concern, and there is a call to use sport to create solidarity among people for climate action (United Nations, 2021). Sporting events effectively promote sustainable behaviors (Trail & McCullough, 2020). The Olympic Games, one of the most-watched events, are considered a global opportunity to showcase sustainability initiatives (Muller et al., 2021). The Tokyo 2020 Games were hailed as the greenest Olympics in recent history. However, there have been relatively few attempts to understand the extent of public attention to these sustainability initiatives.

Sustainable development requires reducing wasted output, decreasing unnecessary inputs, and increasing social change (Liang et al., 2016). Through sporting events, in particular, a variety of approaches have been leveraged to promote sustainability, including resources available (McCullough & Cunningham, 2011), partnership (McCullough et al., 2015), and public engagement (Corner & Randall, 2011). Prior research on the sustainability efforts of the mega-sporting events has mainly focused on developing models for evaluating organizational strategies (e.g., Muller et al., 2021) and investigating public perspectives of a narrowly-defined group of people in an equally narrowly-defined timeframe (e.g., Yeerkenbieke et al., 2021). This focus has translated to a gap in knowledge about the public interest of sustainability within the context of the Olympic Games. Considering this deficiency, the current study aims to advance research on sustainability by examining public attention to this issue, from the preparation of Tokyo 2020 to the Games' outcomes.

To achieve the purposes of this study, social media data, including public attention toward the sustainability of the Olympic Games, will be scrutinized through the application of social media analytics. Data will be collected from Twitter and subjected to mining using Radian6 (Salesforce Marketing Cloud). All data mining will be completed based upon keyword sets created through a compilation of words and phrases related to the topic for exploration (e.g., sustainability, tokyo2020). The data collection period will span 20 months, beginning on April 24, 2020 (three months before the originally scheduled date of the Tokyo 2020: July 24, 2020) and ending on December 5, 2021 (three months after the 2020 Paralympics Games: September 5, 2021). The mined dataset will be subjected to a series of analyses conducted using R and Python, including (1) peak analysis, (2) semantic network analysis, (3) sentiment analysis based on machine learning using a support vector machine algorithm, and (4) topic classification through Latent Dirichlet Allocation.

The findings of this study are expected to have significant implications for both academics and practitioners. Foremost, the results of the proposed study will help researchers understand the public attention and emotional tones toward the sustainability initiatives of the Olympic Games by exceeding the limitations of previous studies that measured behavioral intentions through surveys. Furthermore, as increasing people's awareness of sustainability is crucial, the findings of this study are expected to have applicability beyond the Olympics and provide a direction for the sustainability efforts and initiatives that organizing committees of mega sporting events should pursue in the future.

Fantasy Sports: The Rookie v. Veteran Experience

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Jackson Sears, Georgia State University
Tyler Williams, Georgia State University
Natalie Bunch, Georgia State University

Poster

Marketing

Poster Presentation 3

Consumer Behavior

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Fantasy sports are popular and lucrative industry worth more than \$7 billion, including about \$3 billion in traditional fantasy sports (Statistica, 2019a). Nearly 45 million people play fantasy sports, with fantasy football being the most popular sport (Statistica, 2019b). Fantasy sports participants have been studied extensively. Many consumer behavior researchers found fantasy sport participants have distinct behaviors, including higher levels of consumption of media sources (e.g., Drayer et al., 2010), strong attitudes consumption measures relating to both attitudes (e.g., points of attachment, team identification, loyalty) and behavior (e.g., game attendance, television viewing, secondary spend; Karg & McDonald, 2010), and increased consumption of the sport (e.g., Dwyer, 2013). While researchers have examined current fantasy sport participants, there is limited systematic exploration of the impact of playing fantasy sports for the first time. To this end, the purpose of this study is to examine the effects of fantasy sport participation on identification levels and behavioral outcomes by first time players in comparison to returning players.

To determine the impact of fantasy sport participation, we utilized a within subjects, pre-post test design. Participants (N = 87) completed a pre-test questionnaire about their identification with the sport (3 items), sport level (3 items), and player (1 item), knowledge of the sport (4 items), ease of using fantasy football platform (1 item), and football consumption (past attendance, future intentions, games on television, online consumption, and word of mouth). Then, participants signed up for an ESPN Fantasy Football League, where they participated in a live draft and played a 10 week fantasy football season with the researcher and a group of other participants (10-20 teams), who they knew from the recruitment and were in contact with in person weekly. At the conclusion of the season, they completed the survey again. Of these participants, half played fantasy football previously, while the others were rookies to fantasy football. At the time of abstract submission, we have the data collected, but still cleaning and analyzing. We will compare the past participants to the fantasy football rookies on their identification, knowledge, and behavioral attributes with t-tests, as well as paired t-tests to determine differences in the pre-post tests for individuals to determine the effect of playing fantasy football.

In an area of literature that frequently reports the fan behavior of fantasy players, the results of the study will add to the literature in empirically testing the effects of playing fantasy sports on individuals identification levels, future intentions to participate in fantasy football, and consumption of the NFL, especially for those playing for the first time. If participants who never played fantasy sports before were found to intend to play in the future or greater knowledge of the game or players after playing a season, we can rely on past literature to know they may become more invested and have the consumption behavior teams and leagues desire in moving an individual to a higher level of fandom.

The Effect of Gamification Strategies in Fitness Applications on User Achievement, Flow and Continuous Intention

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Poster

Marketing

Poster Presentation 3

Consumer Behavior

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Gamification has recently attracted attention from industry and academia aiming to gain understanding about its applicability. There has been evidence showing that playing digital games contributes to the development of cognitive process (Tobias, Fletcher & Wind, 2014), which opens up the possibility for borrowing the mechanics and elements utilized in the games to be applied into the learning processes such as “game based training” and “game-based learning.” Gamification has gained significant attention as a marketing solution in recent years as its’ primary goal perfectly aligns with core marketing concept ‘engagement’. Marketers can make use of the way games are integrated into our daily lives through gamification; that is applying game design and mechanics to enhance non-game contexts by increasing participation, engagement, loyalty and competition. Borges et al.(2014) emphasizes that gamification applications and implications have become an area of attraction to researchers; because it is providing an alternative to engaging and motivating participants during the process of learning. Research has also found that an effective gamification strategy increases active participation and greater degrees of engagement from users and ultimately results in greater loyalty (Deterding et al., 2011; Turan et al., 2016).

With the increasing interest in health and wellness, use of gamification in health and fitness mobile apps has become common. However, the current understanding of gamification has been solely based on act of adding game elements into service without considering the key characteristics of users and fitness activities in examining the effects of gamification on their experiences with the health/fitness apps. In this regard, the purpose of this study is to examine the effects of different gamification strategies of health/fitness apps (i.e., competition, relationship, challenge and reward) on users’ achievement, flow and continuous use intention with the app. The current study particularly focuses on the competition, relationship, and challenge aspect of fitness because users not only compete with others but also challenge themselves with own health goals as well as create positive relationship with other users by pursuing similar health-related goals. A total of 200 users of Nike+, Strava, Runtastic and Trangle completed the questionnaire. Data were analyzed using PASW and AMOS 23.0 program by performing frequency analysis, reliability analysis, confirmatory factor analysis, correlation analysis. In addition, the Structural Equation Modeling was performed to identify the relationship among variables. The results indicated that challenge and reward had positive effects on the users’ achievement. Meanwhile, competition and relationship did not have effects on users’ achievement. In addition, reward had a positive impact on users’ flow. Moreover, competition had a negative impact on users’ flow. Lastly, users’ achievement and flow had positive impact on users’ continuous use intention. This study extends the existing sport marketing literature by demonstrating the importance of gamification strategy on users’ experiences and behavioral consequences. In addition, we demonstrated how different strategies of gamification uniquely affect various aspects of users’ experiences with the health/fitness apps.

Interpersonal Trust on Innovative Behavior among Fitness Instructors

Tian Chen, Sungkyunkwan University

Hongning Mao, Sungkyunkwan University

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Poster

Management

Poster Presentation 3

Strategic Management

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To cope with the rapidly changing business environment, the importance of change and innovation in an organization is being increasingly emphasized. While companies earlier aimed for productivity in a stable business environment, they now strive for innovative performance, which can create a high added value in a dynamic and complicated organizational environment. Organizational innovation begins with the innovative behavior of its individual members, in that each member serves as the organization's foundation for innovation in creating, realizing, and maintaining new ideas. Previous studies have recognized knowledge as a key to enhancing innovation (e.g., Liao et al., 2007; Lin, 2007; Mangiarotti & Mention, 2015). In particular, knowledge sharing, which is a process that enables the knowledge held by individuals and by groups to be transferred to the organizational level, where it can be applied to the development of new products, services and processes (Van den Hooff & De Ridder, 2004), is considered as a determinant of innovative behaviors. The importance of innovative behavior has traditionally been regarded as being more important in the manufacturing sector, in which developing new products is essential. It has only recently come to the foreground in the service sector. Service workers are required to perform certain behaviors that are specified by job descriptions, thus innovative behavior may not often be required from them. However, professional service providers, such as personal trainers at a sports center usually carry out their tasks independently. They are given individual discretion and rely on their individual ability to determine the development and application of their fitness programs. Therefore, innovative behavior is emphasized more for professional service providers than for other types of service providers.

This study investigated the effects of interpersonal trust (i.e., trust in co-workers and in supervisors) among employees in sport organizations on innovative behavior and examined the mediating effect of knowledge sharing on these relationships. A total 188 fitness instructors from 11 sports centers participated in this study. All measures were adapted from previous studies. The results revealed that both trust in co-workers and trust in supervisors have a positive effect on knowledge sharing. Although the effect of trust in co-workers on innovative behaviors was non-significant, the effect of trust in supervisors is significant. The effect of employees' knowledge sharing on innovative behaviors is also significant. The results also indicated that knowledge sharing has a full mediating effect on the relationship between trust in co-workers and innovative behavior and a partial mediating effect on the relationship between trust in supervisors and innovative behavior. This study can be valuable in that it empirically investigated variables that influence innovative behavior, taking service workers (i.e., personal trainers) as a specific target.

Exploring Differences of Value Co-creation in Recurring Sport Events: A Comparison of Residents and Tourists

Jingxian Cecilia Zhang, Limestone University
Kevin K. Byon, Indiana University ADVISOR

Poster
Marketing
Poster Presentation 3

Consumer Behavior
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Value co-creation generally includes all the individual empirical and theoretical occurrences wherein companies, and their customers interact to generate value (Vargo & Lusch, 2008). It is a hierarchical order model and can be measured at two levels of abstraction: value-in-use and co-production (Ranjan & Read, 2016). Value-in-use refers to the notion that “value can only be created with and determined by the user in the consumption process or through use” (Lusch & Vargo, p. 284). Co-production refers to “participation in the creation of the core offering itself” (Lusch & Vargo, p. 284). In a recurring sport event context, event organizers are willing to offer a platform that facilitates value co-creation among all stakeholders, including fans and other spectators. However, most studies have yet to recognize either co-production or value-in-use as a crucial element of value co-creation in sport management literature. Therefore, a more detailed analysis of underlying co-production and value-in-use is necessary to gauge the ability of sport spectators to co-create value with the event.

The recurring sport event is a platform that offers a range of services to satisfy the needs of its multiple recipients, including residents and tourists. Both residents and tourists have their interests and expectations, and there are mutual benefits and potential conflicts between the two parties at a sport event (Lin et al., 2017). Therefore, it is worth differentiating between sport tourists who visit with the intent of attending the event and those who are attending the event in their own town.

The extant literature considers value co-creation and place identity two parallel but mostly non-interesting foci, both speaking to critical elements of residents’ emotional engagement with their experiences (Yang et al., in press). Per the social identity theory (Tajfel & Turner, 1979), individuals base their social groups on factors such as geographical proximity or their value setting. A strong place identity boosts cooperation. The extent of residents’ local identification with their particular local community causes them to put in more effort and boosts cooperation when pursuing the common or shared benefits of that community.

As such, residents perceive higher spectator value co-creation in co-production and value-in-use than tourists. Accordingly, this reasoning creates the following propositions.

- Proposition 1: The residents perceived higher co-production of value co-creation than sport tourists in the recurring sport event.
- Proposition 2: The residents perceived higher value-in-use of value co-creation than sport tourists in the recurring sport event.

This study benefits sport marketing research by offering a novel insight into value co-creation from both resident and tourist perspectives in the recurring sport event context. Specifically, the current study also distinguishes the differences of value co-creation in two aspects: co-production and value-in-use between residents and sport tourists. Practically, findings in this research could provide organizations with valuable insights into residents’ and tourists’ levels of value-in-use and co-production in the process of the value co-creation process to develop different and specific targeted event strategies for the two groups.

Exploring the Functions of Mentoring Relationship in Athletic and Academic Settings: A Qualitative Study of NCAA Division II College Athletes

Jin Park, Western Illinois University

Jiyoung Park, Henderson State University

Ju Young Lee, Indiana University-Kokomo

Poster

Teaching/Learning

Poster Presentation 3

Mentoring

Saturday, June 4, 2022, 9:20 AM - 10:20 AM

The mentoring relationship is one of the crucial factors in successful career development (Park et al., 2017). Particularly in the intercollegiate athletics setting, the previous studies (e.g., Bower et al., 2019; Smith et al., 2017) identified benefits of mentoring relationship for key personnel such as coaches and athletic administrators. However, college athletes' mentoring relationships with personnel in intercollegiate athletics have not been fully explored. While few studies examined the mentoring relationship of specific groups of college athletes (e.g., black athletes in HBCU, football and basketball athletes) and mentoring relationship with personnel from outside of athletics such as academic advisors and faculty (Harrison & Comeaux, 2006; Kelly & Dixon, 2014), there is a still lack of a comprehensive understanding of the mentoring relationship and its roles on college athletes' successful career development.

Therefore, the current study aimed to qualitatively explore Division II college athletes' mentoring relationship and functional roles and characteristics. This study is theoretically based on mentor - role theory, which explains two primary roles of a mentoring relationship, the psychosocial functions and the career functions (Kram, 1985). Two research questions guided this study: RQ1: What are the perceived benefits of mentoring relationship for college athletes? RQ2: What characteristics of mentoring relationship are identified in athletic and academic settings?

Semi-structured, face-to-face interviews were conducted with seven college athletes who were active in a Division II athletic program, and interviews took approximately 30 minutes. The context of Division II was chosen because the level of competition differs from that in other divisions, which may provide unique insights into college athletes' mentoring relationship and its benefits. Member checking with follow-up questions was performed to ensure participants' intended meanings were fully obtained. Peer debriefing, rereading the data, and constant comparative analysis were performed to ensure the trustworthiness of the data analysis.

Three emerging themes were identified: (a) Informal and organic mentoring relationship within the athletic setting, (b) Psychosocial functions of role modeling, friendship, and counseling among the mentoring relationship with coaches, (c) Lack of mentoring relationship with faculty and expected benefits for future career preparations. These findings highlight the unique psycho-social benefits of mentoring relationships because causal and close relationships are naturally developed within intercollegiate athletics (Bower, 2012; Park et al., 2017; Taylor et al., 2018). The last theme sheds light on the substantial need to foster more athlete-faculty interactions and mentorships formally at an institutional level (Harry, 2021; Kelly & Dixon, 2014). The results of this study add a better understanding of athletes' career development by extending the knowledge to the context of Division II and capturing mentoring experiences in both athletic and academic landscapes. Furthermore, the findings of the current study provide a foundation for future research to further examine functions of the mentoring relationship for various individuals in sport entities. From a practical standpoint, the insight and information obtained from this study would be beneficial for mentors in both academic and athletic settings to offer more effective and tailored mentoring services that fulfill college athletes' diverse needs and career aspirations.

EXAMINING SPORTING GOODS PURCHASING BEHAVIORS THROUGH THE APPLICATION OF HEURISTICS TO THE THEORIES OF REASONED ACTION AND PLANNED BEHAVIOR

Sinhae Roh, Indiana University-Bloomington

Juha Yoon, Indiana University-Bloomington

Paul M. Pedersen, Indiana University-Bloomington ADVISOR

Poster

Marketing

Poster Presentation 3

Consumer Behavior

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Social media environments where individuals' diverse and unique behavioral patterns are found have drawn significant attention from the consumer and digital market industry (Stephen, 2016). Based on the premise that individuals are rational, the theory of reasoned action (TRA) - which considers attitudes, subjective norms, and behavioral intentions - and the theory of planned behavior (TPB) - which includes attitudes, subjective norms, and perceived behavioral controls - have been used to study and predict individual behavior. Because individuals' behavior patterns of decision making in purchasing sporting goods are complex, various theories (e.g., TRA, TPB) and the technology acceptance model have been utilized to understand and explain sporting goods purchasing behavior (Roh & Kim, 2019). Using TRA and TPB, previous studies have attempted to develop a model by adding variables (e.g., prior knowledge, behavioral beliefs) to enhance the explanatory power of consumer behavioral patterns that cannot be explained solely by rationality (Armitage et al., 1999). This attempt has been made in sport management (Bae et al., 2020).

In a digital environment, consumers often rely on intuition and heuristics when making purchasing decisions in a short time period. Based on intuition in situations with limited information or uncertainty, individuals will use a heuristic, or a shortcut in their mind to help them in decision making and problem solving (Gilovich et al., 2002; Tversky & Kahneman, 1974). When buying goods, heuristic behavior, along with rationality, tend to predominantly appear (Xiang et al., 2016). However, the heuristic purchasing patterns of consumers within the field of sport management have not been explored in depth. Therefore, in this study, a heuristics variable was considered and added to the TRA and the TPB to examine the effect of a heuristic on consumer behavior patterns in purchasing sporting goods in a social media environment. The following hypotheses were created and tested:

- H1. TRA with a heuristic variable will significantly influence on social media users' intention to purchase sporting goods.
- H2. TPB with a heuristic variable will significantly influence on social media users' intention to purchase sporting goods.

A total of 401 questionnaires from Instagram users were used and analyzed to test the hypotheses. The SEM results revealed an acceptable model fit for each model (H1: $\chi^2 = 761.515$, CFI = .970, GFI = .851, AGFI = .820, RMR = .058, RMSEA .068; H2: $\chi^2 = 949.609$, CFI .918, GFI .845, AGFI .816, RMR .062, RMSEA .063). The results of path analyses models exhibited that, in both models, heuristics have the highest influence on purchase intention by comparison with other factors (i.e., attitude, subjective norm, and perceived behavioral control). This finding indicates that both rationality and intuitive choice significantly impact purchase intentions of sporting goods. Theoretically, the results extend knowledge on a heuristics variable to consumer behavior patterns in purchasing sporting goods. Practically, this study exhibits the importance of considering intuitive choices as well as rational factors that affect individual purchase intentions of sporting goods in a social media environment.

Gatekeepers: Division III Head Coaches and Social Justice

Lauren Brown, DeSales University

Poster
Management
Poster Presentation 3

Other
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While there are examples of college athletes taking on social justice issues, such as the University of Missouri Football players protest of racism on their campus in 2015, there is a general dearth of information as to what social justice actions are taking place within collegiate athletic departments. While studies suggest collegiate athletes are less engaged in social justice-related actions than their peers (Hoffman et al., 2015), it is because of barriers such as time (Gayles et al., 2012), not an absence of interest. Because of the central role they play in the lives of collegiate athletes, coaches are among the factors that could influence the extent to which these athletes engage in social justice actions (LaVoi & Power, 2006). As the Division III Student-Athlete Advisory Committee has stated diversity and inclusion to be a priority for the 2021-2022 academic year (NCAA, 2021), it is timely to explore how a head coach influences discussions and actions regarding social justice within their program at Division III institutions.

Throughout the literature broadly addressing social action and engagement, including corporate social responsibility (Russell & Russell, 2010) and activism (Corning & Myers, 2002; Hornsey et al., 2006), social identity theory (Tajfel, 1978; Tajfel & Turner, 1979) has provided a foundation to better understand why individuals choose to focus on certain activities and issues. In short, an individual is likely to perceive activities and issues that reflect group values to be of importance (Tajfel, 1978; Tajfel & Turner, 1979). Therefore, a coach who identifies with groups that value social justice is more likely to value social justice themselves. This theoretical foundation, coupled with the understanding that not all individuals look to actively engage in social action inform the following hypotheses:

- H1: The strength of a head coach's activist identity will positively influence the extent to which their team is engaged in:
- social justice conversations.
 - social justice programming.
- H2: The extent to which a head coach deems social justice to be an important issue will positively influence the extent to which their team is engaged in:
- social justice conversations.
 - social justice programming.

These hypotheses will be addressed through a 29-item online instrument distributed to Division III head coaches. Activist identity will be measured using Klar and Kasser's (2009) 8-item Activist Identity and Commitment Scale. Issue importance will be measured using 3-items adapted from Schlegelmilch & Bohlen (1996). Demographic items and an item addressing the coaches' education on issues of social justice (Culp, 2014) will be included in the analysis. Data analysis will include correlations, regression analysis, t-tests, and ANOVAs where applicable.

The results of this study will offer additional clarity as to the state of social justice work in collegiate athletic departments. Furthermore, specific recommendations for coaches and administrators to consider in creating an environment for athletes to engage with social justice will be included.

Food, what is it good for?: A conceptual model of the role of food in the sport event experience

Mark Slavich, Grand View University

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Marketing
Poster Presentation 3

Consumer Behavior
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Over the past two decades, food and beverages have received greater focus within the sport consumer experience. Once limited to traditional concession items including hot dogs, peanuts, and nachos, events and organizations throughout the industry have enhanced both the quality and quantity of offerings. For example, San Francisco Giants fans can enjoy items including gourmet burgers, street tacos, and poke bowls (San Francisco Giants, 2021). Meanwhile, everything from poutine to prime rib is featured at Toronto Maple Leafs games (Scotiabank Arena, 2021). These items highlight the focus on local, novel, and healthy items, themes amongst recent food and beverage offerings. Furthermore, organizations throughout sport have also placed great focus on craft beer as well to meet consumer desires. Guaranteed Rate Field, home of the Chicago White Sox, features more than 90 craft beers, an example of organizations and events' response to the craft beer boom throughout North America (Stiernberg, 2021). With such focus on enhancing the food and beverage experience, however, much is still unknown about the role of and ultimate impact of concessions in the sport industry.

Previous research in a variety of sport settings has revealed varied and inconclusive findings regarding the purpose of food and beverages. Early focus on concessions revealed their relative unimportance and unsatisfactory nature (Kahle, Aiken, Dalakas, & Duncan, 2003; Kelley & Turley, 2001). In more recent years, though, food's impact has been mixed (Slavich, Dwyer, & Greenhalgh, 2017; Slavich, Dwyer, & Hungenberg, 2019), with continued low satisfaction ratings while evidence existing for food's ability to evoke nostalgia and identity. With this in mind, the purpose of the current study is to propose a conceptual model showcasing food and beverages' purpose and impact within the sport consumer experience. Specifically, the model examines concession types including traditional, novel, local, and healthy food items and their impact on outcomes including event satisfaction and team identity. In addition, the model explores the role of other variables including nostalgia, identity, novelty in contributing to the experience.

The model intends to have both theoretical and practical implications. Theoretically, the model will propose and eventually test the relationships amongst relevant variables such as nostalgia and identity evoked through food and beverage consumption and their impact on outcomes including event satisfaction. Practically, the model aims to be applicable and useful for sport events and organizations to examine the purpose and impact of food and beverages within their own experience. Overall, given the increased focus on food and beverages within the sport experience, the model intends to fill a gap in research concerning the impact of concessions in the sport industry and be of practical benefit to events and organizations throughout sport.

The Effects of Perceived CSR on Sport Employees' Psychological Capital and Pride

Rammi N. Hazzaa, University of Saint Joseph

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Management
Poster Presentation 3

Corporate Social Responsibility
Saturday, June 4, 2022, 9:20 AM - 10:20 AM

Despite prior studies primarily addressing corporate social responsibility (CSR) at a macro or institutional level, its importance at the micro or individual level is underexplored. CSR policies and activities are often targeted at, implemented for, and perceived by individuals, yet the CSR literature has overlooked assessing CSR outcomes at the individual level, which is especially evident in the context of sport organizations. These kinds of entities are heavily people and service-oriented, and subsequently operate in a competitive environment that requires innovative organizational strategies (Taylor et al., 2015). Sport leaders are also tasked with managing how internal and external stakeholders perceive and react to CSR efforts (Anagnostopoulos et al., 2014). The current study addresses this gap by analyzing the influence of CSR on an essential internal stakeholder for sport organizations: their employees.

Drawing from positive organizational behavior literature, psychological capital (PsyCap) is a powerful construct comprised of four factors: hope, efficacy, resilience, and optimism (Luthans et al., 2007). Accordingly, sport management scholars have examined a range of psychological, social, and emotional mechanisms (e.g., passion, well-being, pride), which impacts employees and their performance (Anagnostopoulos et al., 2016; Kim et al., 2019; Swanson & Kent, 2017). Thus, the primary aim of this study is to incorporate both the positivity paradigm (derived from PsyCap) and CSR from an individual perspective to describe the process whereby CSR can be utilized for generating a positive emotional response (i.e., pride) through the underlying psychological mechanism of PsyCap.

A cross-sectional survey was conducted among 518 collegiate sport and recreation employees within the United States. The questionnaire collected information about the respondents' demographics (gender, age, position, work tenure) and study variables (CSR, PsyCap, and Pride). Previously established measures for perceived CSR (Turker, 2009), PsyCap (Luthans et al., 2007), and Pride (Todd & Harris, 2009) were used and the internal consistency for all variables exceeded 0.8. Data were analyzed using conditional process analyses and the bootstrap method to estimate the significance of indirect effects (i.e., mediation) with bias-corrected 95% confidence intervals (Hayes, 2018). Results indicated that CSR was significantly related to both PsyCap ($b = .22$, $SE = .02$, $p < .001$, 95% CI [.17, .27]) and pride ($b = .31$, $SE = .04$, $p < .000$, 95% CI [.22, .40]). The effect of perceived CSR on pride, as mediated by PsyCap, was significant (Indirect = .19, $SE = .02$, 95% CI [.15, .24]), which offers support for an indirect effect.

The following study provides empirical evidence of the potential benefits of sport organizations' engaging in CSR practices that can increase an employees' psychological strengths and enable a positive emotional response of prideful feelings. Findings also suggest that PsyCap mediates the relationship between employee perceptions of CSR and their pride. The current study expands CSR literature in collegiate sport and recreation contexts by examining the importance of employees' perceived CSR at the individual level. Findings also contribute to our understanding of PsyCap as an underlying psychological mechanism linking CSR with pride.

The Social Value of Women's Spectator Sport

Risa F. Isard, UMass Amherst

E. Nicole Melton, UMass Amherst ADVISOR

Elizabeth Delia, UMass Amherst ADVISOR

20-minute oral presentation (including questions)

Management

Management 19

Diversity

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Scholars have consistently noted spectator sport's potential social value (e.g., Chalip & Fairley, 2019), but it is unclear how they define social value. Much of this research has examined the broad social impact of mega-sport events and community-based sport activities (e.g., Thomson et al., 2018), as well as the narrow impact of professional sport's corporate social responsibility (CSR; e.g., Babiak et al., 2021; Walker et al., 2017). Research on this latter category, however, has focused on explicit organizational programming through CSR and emphasized return on investment to the organization in its evaluation (Walzel et al., 2018). This narrow view fails to capture the everyday activities and processes of professional sport organizations that can create social value for the community (Matten & Moon, 2008; Walzel et al., 2018) and the benefits that accrue to local residents regardless of engagement with the organization (c.f. Crompton, 2004).

This oversight is regrettable as explicit CSR activities may not fully reflect sport's social value as a whole. First, engaging in CSR activities may not truly represent a sport organization's social responsibility (Walzel et al., 2018). Second, the current CSR literature limits analysis to discrete organizations rather than field-level opportunity.

Thus, the purpose of this research is to gain a broader understanding of the social impact of spectator sport. Spectator sport refers to "competitive athletic events providing consumers with entertainment in the form of organized competitions among elite teams and individuals" (Inoue et al., 2015, p. 706). Utilizing a case study research design, we focus on women's spectator sport, which may be uniquely positioned to help answer questions about broad social impact given that fans associate women's teams with gender equity and social justice (Delia, 2020). Guided by institutional theory and implicit CSR literature (Matten & Moon, 2008; Walzel et al., 2018), we seek to understand how those involved with organizations in women's spectator sport conceptualize the field's social value. Specifically, we will examine the contributions of everyday activities and policies (implicit CSR).

The current study, which has received IRB approval, is part of a larger study examining the social value of women's sport via a multiple stakeholder approach. In this first phase, we will conduct virtual semi-structured interviews and focus groups with team and league executives and employees across women's sport. Subsequent studies will include owners/investors, sponsors, players and union representatives, agents, and fans. We will use thematic analysis, which employs data- and theory-driven approaches (Braun et al., 2014).

This research will make several contributions. Theoretically, we advance CSR literature, becoming among the first sport studies to explore implicit CSR (Walzel et al., 2018) and its social benefits that accrue to spectators and non-spectators alike (c.f. Inoue & Havard, 2014). We also answer calls for more theoretically-based CSR research (Walzel et al., 2018) and more research on institutional work in sport (Nite & Edwards, 2021; Washington & Patterson, 2011). Lastly, this research can help managers of women's sport teams and leagues articulate the field's contributions, advancing the case for increased investment.

Transferable Skills: Preparing Sport Management Students for Careers Both In- & Outside the Sports Industry

Jessica Braunstein-Minkove, Towson University

Jaime DeLuca, Towson University

Sydney Baucum, Towson University

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 2

Preparedness/Internships

Saturday, June 4, 2022, 10:25 AM - 10:45 AM

Sport management programs have a long history of incorporating experiential learning opportunities into curricula, often focusing on what would now be considered high impact practices (e.g., collaborative assignments and projects, diversity/global learning, service learning/community-based learning, internships, and capstone courses; AAC&U, 2008), for the purpose of cultivating student's transferable skill competencies. Previous scholarly inquiry has focused on general student preparedness (DeLuca & Braunstein-Minkove, 2016), curricular design for practical success (Braunstein-Minkove & DeLuca, 2015; Zimmer & Keiper, 2021), the need for segment-specific competencies (Fahrner & Schüttoff, 2020), and employability skills (Keiper et al., 2019); however, research considering the concept (and value) of transferable skills in sport management education is notably absent and warrants further study. Therefore, the purpose of this work is to understand the salient, transferable skills sport management students acquire during their undergraduate education, and how these are applied to careers both within and outside of the sports industry.

This research is based on qualitative data collection via a 25-question web-based survey, intended to assess the impact of sport management education on career preparedness. To do so, surveys were sent out, annually, to approximately 750 program alumni through the University's alumni relations office, and included quantitative survey questions, opportunities for qualitative input, and demographic questions for descriptive purposes. Data were collected over the span of six years, yielding 760 responses, ignoring repeater data. Results demonstrate that 51% of the respondents reported working in a career outside of the sports industry while 49% reported careers in sport. Participants were primarily White (79%), with the remainder identifying most often as Black/African American (15%) and Other (4%). Additionally, 73% of the respondents identified as male and the remaining 27% identified as female (less than 1% chose to self-identify).

Respondents offered feedback to open-ended questions regarding skills or abilities cultivated during their sport management education that they believed helped to prepare them for the workplace. Major findings include skills in the following areas (listed, in order, from highest to lowest repeated terms): teamwork/collaboration, critical thinking/comprehension/analytical skills, general business knowledge, time management, public speaking/presenting, and leadership/management. While not mentioned quite as often, other notable responses included communication/people skills, writing skills, networking, organizational skills, confidence, attention to detail, and research skills. These skills are not industry-specific and align closely with the most recent iteration of the NACE Career Readiness Competencies (NACE, 2021) and Keiper et al.'s (2019) employability categories. Results from this study beg the question of what constitutes a successful program in sport management education? As only half of the participants noted a current career in sport, yet responses indicate a high level of satisfaction with their undergraduate education regardless of their current profession, it is important to address the underlying factors that constitute a "successful" undergraduate program. Accordingly, this research offers important implications regarding the preparatory role of sport management academic programs and educators moving forward. Empirical data, specific implications, limitations, and future studies will be expanded upon in the presentation.

More or Less Pay to Play: Empirical Evidence on Under and Overpayment for Social Media Value of NCAA Student-Athletes' Name, Image and Likeness

Mier Shao, Temple University

Thilo Kunkel, Temple University ADVISOR

Bradley Baker, Temple University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 19

Sponsorship

Saturday, June 4, 2022, 10:25 AM - 10:45 AM

After the NCAA lifted its ban on student-athletes monetizing their Name, Image and Likeness (NIL) rights, sponsorship deals flooded the market. A key trend is the emergence of group deals that allow every athlete within a program or university, including star athletes and lesser-known team members, to participate in an NIL deal for the same compensation (Dosh, 2021). The purpose of this research is to examine whether school-wide and team-specific NIL deals provide fair compensation for all involved athletes.

Consistent with Equity Theory (Adams, 1963), the value of human capital in the sport market is often measured based on performance (Garner et al., 2016). Since sport is a profession where talent is highly valued by customers, a few superstars enjoy disproportionately high earnings using their excellent performance and reputation to attract a large audience (Lucifora & Simmons, 2003). Social media provides student-athletes with the potential to monetize their personal brands effectively (Kunkel et al., 2021). Therefore, we examined the social media value of individual student-athletes and compensation received from group NIL deals.

We selected three group deals for this research: United Wholesale Mortgage with Michigan State Football and Men's Basketball (worth \$786,000, n=131), American Top Team with Miami Football (worth \$540,000, n=111) and SmartyStreets with Brigham Young women's teams (worth \$1,644,000, n=274). Of the 516 student-athletes, 349 have clearly attributed Instagram accounts. To examine the audience size and level of engagement, for each account we collected the number of followers and the number of comments and likes received for the 12 most recent Instagram posts. Finally, we calculated social media NIL value per post following a hybrid approach that combines the value of the number of followers and average engagement (Kunkel et al, 2021).

Findings show, with all athletes compensated at the same level, there is inherent inequality because some athletes provide considerably more value to the sponsor brand than others. In BYU, four athletes have over \$410 social media value per post, which is 10 times larger than the median value of all athletes. Similarly, one athlete at MSU and one athlete at UM have 10 times more and seven times more social media value per post than their median teammates, respectively. These athletes are underpaid because the group NIL deals apply absolute equality to all athletes regardless of variance in the economic value created for the sponsoring brand by each athlete.

Current group NIL deals mostly adopt an egalitarian pay system, yet empirical evidence from the current research shows substantial dispersion in student-athletes' social media value. This egalitarian pay contrasts with how inputs and outcomes are conceptualized under Equity Theory, which indicates effort and payments should be proportional. The current research contributes to the understanding of student-athletes' social media value in group NIL deals and identifies unfair payments in the emerging student-athlete NIL market, which has implications for sponsors and universities.

Sport Policy, Integrity, and African Sport: A comparative review of Zimbabwe and South Africa sport integrity arrangements

Jonathan Ruwuya, University of Illinois at Urbana - Champaign

Jules Woolf, University of Illinois at Urbana - Champaign ADVISOR

Mike McNamee, Katholieke Universiteit Leuven ADVISOR

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 3

Policy

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Introduction

Sport continues to experience significant threats to its integrity associated with corruption and criminal activities. Scholars have identified critical areas of concern that sport managers and governments must address which includes competition manipulation (e.g., Cleret et al., 2015), corruption in sport organizations (e.g., Boudreaux et al., 2016), doping (e.g., Bloodworth & McNamee, 2017) and human rights abuses (e.g., Naess, 2019). National governments, particularly western democracies, have recognized the need for policy intervention to safeguard sport. However, previous research on sport policy has predominantly been focused on Western-centric perspectives (Dowling et al., 2018), and there is a need to understand the integrity challenges that other regions experience. The African sport landscape differs from western sport contexts regarding access to resources and government policy priorities (e.g., alleviation of colonial legacies, poverty, poor public education, and healthcare) making it imperative to investigate sport integrity challenges from an African perspective. Therefore, the purpose of this study was to investigate and compare the sport integrity challenges of two African countries (Zimbabwe and South Africa) and to identify the constraints to policy development and implementation.

Method

Semi-structured interviews were conducted with nine key informants (government representatives, senior sport administrators, and policy experts), from Zimbabwe and South Africa. The key informants' perceptions of critical integrity challenges, and the requisite structural changes were investigated. Additionally, sport policy documents and relevant legislation were reviewed to determine the extent to which identified sport integrity challenges were being addressed. Interview data were subjected to thematic analysis and themes were derived inductively. Kingdon's (1984) Multiple Streams Framework (MSF), with its focus on agenda-setting analysis, guided data analysis.

Results

Zimbabwe and South Africa experience similar sport integrity challenges to their western counterparts. This includes challenges with competition manipulation, doping, and sexual abuse. Distinct sport integrity issues were also uncovered. For both countries, age cheating (misrepresentation of age to gain access to competition), was a critical integrity issue. Sport policy documents in the two nations were found to be generic and inadequately addressed integrity challenges. Specific integrity guidelines and framework(s) to aid affiliated national sport associations to formulate sport integrity policy instruments were absent. Pertaining to legislature, the two countries often lacked requisite legislation to address specific issues. For example, Zimbabwe did not have Anti-Doping legislation, though it was in the process of being proposed. Contextualization from the MSF revealed that macro-level issues associated with a country's economic status and societal inequalities inform government policy priorities, consequently negatively affecting sport policy development and implementation.

Discussion

The findings highlight critical and distinct sport integrity matters, and deficiencies associated with policy and legislature from an African context. To safeguard sport, Zimbabwe and South Africa need to strengthen legal and institutional structures and may benefit from incorporating sport integrity policy framework(s) and legislation from exemplars of best practice (e.g., Australia). Furthermore, a need exists to raise awareness of sport integrity issues through education initiatives and to build capacity in government sport departments for better efficacy. Such efforts will assist to protect sport from integrity challenges.

Exploring the Impact of Disability Sport Education on Paralympic Consumption and Paternalistic Motivations.

Michael Cottingham, University of Houston

Josh Pate, James Madison University

Tiao Hu, University of Houston

Deborah Shapiro, Georgia State University

Cathy McKay, James Madison University

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 10

Diversity

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Motivations to consume disability sport and non-disability sport can be similar (Byon et al., 2010; Cottingham et al., 2014; Yamashita & Muneda, 2019) and include drama, violence, and socialization among others. Some practitioners believe that promoting the disability unique and traditional motivations should drive sport consumption (Cottingham et al., 2013) and increase resources from sponsors (Siegfried et al., 2021). This argument may explain the growth of Paralympic spectatorship domestically and internationally (IPC, 2021). U.S. viewership of the Paralympic Games during the summer of 2021 topped 14 million people, an 81% increase from the 2016 Rio Paralympics (NBC Sports Group, 2021). NBC Universal broadcast 220 hours of the Games on television but also relied on nearly 1,000 hours of coverage through streaming on digital platforms (NBC Sports Group, 2021). Previous studies of Paralympic viewership are limited as they are observational, and causation cannot be presumed. To truly understand if knowledge and exposure are enough to attract spectatorship, researchers must control for those factors.

The purpose of our study was to explore whether knowledge by way of formal education drove consumption of the 2020 Paralympic Games and minimized paternalistic views of disability sport. Participants were current and former students solicited from multiple universities through convenience sampling. They were asked a series of questions that measured their knowledge of parasport and whether they had received formal educational training in these topics within the college classroom. The institutions and topics were selected to provide a dichotomous population of students who had taken a course informing them on disability sport. Alternative data collections occurred in courses and at institutions that did not offer such a class. Data were collected over four weeks in early fall 2021 after the completion of the Paralympic Games. To measure sport knowledge, first students were surveyed to determine if they had taken a class on parasport. Second, a scale was created by faculty who teach and research disability sport. The “student parasport knowledge scale” (SPSKS) was provided to practitioners of disability sport, who helped select the most salient factors to provide content and face validity. Students were provided items from the factors of “inspiration” and “supercrip narrative,” representing the paternalistic motives from the Motivation Scale for Disability Sport Consumption (MSDSC; Cottingham et al., 2014). Finally, students were asked about their consumption of the 2021 summer Paralympics.

Data analysis was conducted through SPSS 25. Initial results showed good reliability of SPSKS ($\alpha = .943$) and MSDSC (inspiration: $\alpha = .859$; supercrip image: $\alpha = .815$). Moreover, among 310 students who completed the survey, respectively, 121 (39%) have taken at least one disability-related class, and 69 (22.3%) watched the Paralympics. A mediation regression test via PROCESS (i.e., model 4; Hayes, 2018) indicated that “knowledge” mediates the effect of “number of courses students take” on “hours of watching the Paralympics” ($F(1, 308) = 11.72, p < 0.001$). Further, no significant relationship has been found between knowledge and paternalistic motives. In short, knowledge may drive consumption but understanding the structure of the sport does not necessarily drive culturally informed spectatorship.

The Effect of Perceived Toxicity on Brand Development: An Empirical Examination of Esports First-Person Shooter Games

Kun Chang, Texas A&M University

Hyun-Woo Lee, Texas A&M University ADVISOR

Gregg Bennett, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 20

Consumer Behavior

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Cyberbullying and toxic behaviors have been noted concerns, from both practitioners and scholars, within the FPS (first-person shooter) esports community (Türkay et al., 2020). In spite of the increasing attention from sport management scholars, topics related to toxicity have been exclusively focused on "what they are" (Kuo, 2020) and "why they happen" (Kwak et al., 2015) while ignoring "how they affect esports consumer behaviors" from a marketing perspective. To fill this gap, the present study aims to examine how FPS esports consumers' perceived toxicity affects their attitudes and behaviors.

Affective events theory (Weiss & Cropanzano, 1996) suggests that consumers might form negative attitudes or behaviors towards the brand if an unpleasant event occurs during consumption. Thus, the current study identified perceived toxicity and word-of-mouth as the determinant and outcome. According to the transactional model of stress and coping (Lazarus & Folkman, 1984), individuals' cognitive appraisals and coping processes are interactively influenced by personality-based and situational factors. Following this logic, the authors incorporated perceived self-efficacy and game identification, rooted in social identity theory (Tajfel & Turner, 1986), as moderators in the mediation processes through perceived risk and social coping strategies between perceived toxicity and word-of-mouth.

A survey was distributed via MTurk with multiple screening questions to improve the quality of the response within the targeted population (Brace, 2018). A total of 250 FPS esports players were used in the analysis after excluding 148 incomplete and automated non-human responses. We adopted scales deemed reliable and valid in previous studies (i.e., Folkman et al., 1986; Mujahid et al., 2007; Penn et al., 1994; Sherer et al., 1982; Theodorakis et al., 2010; Tseng et al., 2015). Hayes' (2013) PROCESS macro (Model 68) was used to evaluate the nuanced relationships among variables.

The results confirmed that players' perceived toxicity negatively affects word-of-mouth, indicating that consumers who experience higher toxicity are less likely to feel satisfied and discuss the game with others. The effect of perceived toxicity on the perceived risk was found to be intensified with higher game identification, implying that highly game-identified consumers are more aware of the risk of toxicity. Both social efficacy and game identification moderated the relationship between perceived toxicity and social support coping strategy. Specifically, those with higher social efficacy and game identification were more likely to seek peer support when they experience toxicity. Conditional indirect effects via risk were significant for gamers with higher social efficacy and game identification as well. Regarding the interaction effect on coping, however, social coping strategies showed a stronger effect on word-of-mouth for consumers with low social efficacy.

While perceived toxicity has a negative effect in general, our findings suggest different marketing strategies for esports developers and managers based on the interactions of social efficacy and game identification. Results indicate that word-of-mouth could be increased through communicating the harmfulness and risk of toxicity to the consumers with high social efficacy and game identification, whereas online communities providing social support should be promoted more widely to the gamers with low social efficacy.

Predicting the Diffusion of Natural Language Processing in Professional Sport: An Analogous Approach

Liz Wanless, Ohio University

Michael L. Naraine, Brock University

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 2

Analytics

Saturday, June 4, 2022, 10:25 AM - 10:45 AM

The pursuit of innovation is one of the most critical processes in sport management (Hoerber & Hoerber, 2012). Advancing innovation is not only considered potential competitive advantage (Anderson et al., 2014; Kellison & Hong, 2015; Winand & Anagnostopoulos, 2017), but also considered a necessity to survive and thrive in the current sport business environment (Barnhill & Smith, 2019; Hoerber et al., 2015; Smith & Green, 2020; Svennsson & Hambrick, 2019). Forecasting the pace of innovation adoption will have implications for important strategic planning elements such as product pricing and advertising expenditures (Dyussekeneva, 2011) as well as critical technology investment plans. Although sport managers must anticipate the timing of the innovation diffusion process, this timing has yet to be explored in sport literature. Analogous forecasting, utilized in business literature at large (Wright et al., 2015), involves predicting the diffusion of one innovation in a market from the historical trajectory of another. Rooted in the diffusion of innovations theory, this study investigated cumulative business analytics (BA) investment diffusion as an analog (or model) for cumulative natural language processing (NLP) investment diffusion in professional sport.

Eighty-nine teams of the 124 “Big Four” North American men’s professional sport leagues participated in the study. Teams provided the following information: (1) if they adopted BA to advance the business side of sport, (2) if they adopted NLP, and (3) if so, in what year did they adopt BA and/or NLP. The first teams (three) adopted BA in 2002; by 2019, 86 teams adopted BA. The first instance of NLP adoption occurred in 2010. Forty-one out of the 89 adopted NLP by 2019. The ten years of cumulative adoption data (number of teams successively adopting each year) for NLP and 18 years of cumulative BA adoption data were considered for the analogous forecasting two-stage discrete Bass model formulation. The Bass model explains the pattern of diffusion in terms of p , the coefficient of innovation, q , the coefficient of imitation, and m , the market size (Bass, 1969). M was established as constant ($m=89$) representing the total sample market. To establish p and q for optimal model fit, non-linear least squares (NLS) was employed (Satoh, 2001). In the first stage, NLS estimation determined $p=.0072$ (95% CI=.004, .009) and $q=.3644$ (95% CI=.318, .411) for BA diffusion (RMSE=2.81, MAE=2.12). In the second stage, BA-estimated parameters were utilized within the discrete Bass model to estimate NLP diffusion (RMSE=3.81, MAE=3.16). Confidence interval band point estimates in the first ten years of BA adoption and actual NLP adoption encompassed 80% of the NLP adoption data points. The findings demonstrate the viability of BA to predict the ten-year takeoff and full adoption of NLP in the sample. Implications will be discussed for theory (i.e., diffusion of innovations) and practice (e.g., technology preparedness) at the conference.

Passion for Work in Sport: A Deep Dive Into Its Origin, Growth, and Trajectory

Jiayao Qi, University of South Carolina

Samuel Todd, University of South Carolina ADVISOR

20-minute oral presentation (including questions)

Management

Management 20

Human Resource Management

Saturday, June 4, 2022, 10:25 AM - 10:45 AM

Passion for working in sport is nearly pervasive in the sport industry; encountered by recruiters, hiring managers, industry insiders, and professors alike. The concept of passion has historical roots in 17th century philosophy, but more recently has been studied with reference to the strong desires for engagement and autonomous internalization for certain activities (Vallerand & Houliort, 2003). However, as noted by several investigators (Hawzen et al., 2018; Swanson & Kent, 2016), sport industry employees and job seekers are often fueled by it. Further, recent studies have suggested that sport industry employees working both in North American and British professional sport experience passion for their job (Anagnostopoulos et al., 2016; Papadimitriou et al., 2017; Swanson & Kent, 2016). Yet, despite how prevalent passion at the workplace in sport is, little is known about how it forms.

In general, scholars (Shuck et al., 2018, Zigarmi et al., 2018) have found that outside the sport industry, passion at the workplace often forms based on various organizational characteristics such as autonomy, task variety, procedural justice, and cognitive-based trust in their leaders. In sport, however, there is reason to believe that passion at the workplace may require a unique examination (Todd & Kent, 2009). Consider how individuals who are passionate about sport often express identification toward certain sport organizations (Hawzen et al., 2018; Oja et al., 2018, Swanson & Kent, 2015), or, how job seekers often connect their passion for sport jobs with their personal background, emotional attachment, organizational prestige, and dreams (Odio et al., 2014; Oja et al. 2015). To date, however, sport management literature is silent with regard to how passion for work in sport forms, though clearly it does so well before the job begins (a notable difference). Therefore, the main purpose guiding this study is to explore the early development of passion for sport jobs: what it looks like, how it takes shape, gains intensity, overlaps with multiple identities housed in the self, and where it leads as job seekers target attractive work opportunities in the field.

Using a qualitative inquiry method, we designed a Qualtrics survey platform which incorporated a voice and video plug-in platform that allowed respondents to record their oral answers to questions delivered by the investigator. This semi-structured interview assures that respondents are focusing on the key research questions and survey flows were designed to capture the first-hand audio responses (Creswell, 2014). Participants will be sport industry job seekers from Sport Management programs housed in U.S. universities. Data will be transcribed and analyzed with the content analysis method (Miles et al., 2014). Main findings, limitations, and future research ideas will be presented.

The Organizational Structures of Co-Hosted Sports Event Organizing Committees And Co-Host Collaboration Outcomes

Karina Mukanova, Université Paris-Saclay

Christopher Hautbois, Université Paris-Saclay ADVISOR

Michel Desbordes, Université Paris-Saclay and EM Lyon business school ADVISOR

20-minute oral presentation (including questions)

Management

Management 19

Organizational Behavior

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In the last two decades, we have seen an increasing number of co-hosting alliances organizing major sports events (Byun et al., 2019). As relationships between multiple host organizing committees become more complex, the use of Interorganizational Relationships (IORs) is relevant in studying such relationships (Babiak et al., 2018). When allocating hosting rights, event owners design different organizational structures to manage their events (Parent, 2017) which then forms an IOR between the co-hosts. The current research demonstrates the importance of the structure of the IORs on their further management and outcomes (Gerke et al., 2021; Hoff et al., 2020). Walzel (2018) also found that there is a social legacy potential in co-hosted events with inclusive management approaches. Therefore, this study builds upon this research to see how organization structures, in particular, affect the co-host collaboration and therefore the outcomes of it. In the light of the need to study organizational structures of organizing committees of the major events beyond the Olympic context (Parent, 2017), this study will therefore fill in this research gap.

Thus, the concepts of organizational structure (complexity, formalization, and centralization), organization control, and risk management (Byers et al., 2012; Geeraert, 2017 and Jennings, 2017) will help us to understand the organizational structure design of co-hosted event IORs. The following research questions were formulated: 1) What are the organizational structures of organizing committees at various co-hosted sports events? 2) What are the collaboration outcomes under each organizational design?

The multiple case-study design is applied to gain a panoramic view of organizational structures (Yin, 2009). We focus on single sport one-off major and medium-sized co-hosted events by two or more nations that happened in the last 10 years. Eight co-hosted event editions were identified for this study: UEFA Euro, IHF World Championship, EHF Euro, CEV Eurovolley, FIBA World Cup, FIBA Eurobasket, IIHF World Championship, and ICC World Cup. The data is collected through semi-structured interviews with event owners and event organizers of the 8 events as well as through document analysis of all related governance documents of these events. The interviews and documents are analyzed both deductively (for pre-determined codes on organizational structure and the event governance) and inductively via NVivo v.10 software.

As the study is currently at the data analysis stage, the results will be presented at the conference. The organizational structures of each event and the cross-comparison between the events will be demonstrated. This will advance our understanding on how co-hosts collaboration is affected under such structures, and more particularly, how organizational structures may facilitate or hinder their collaboration. Therefore, event owners can use the study results to adapt their event governance tools to foster collaboration, which can be conducive to further legacy benefits of the event organizers. The theoretical contribution of this research is that it is one of the first studies that looks at organizational structures with regards to co-hosted event IORs and that involves empirically such a diverse range of the latest co-hosted events across different sports.

Navigating Sport Sponsorships: A New Direction Post-COVID-19

Austin Bogina, University of Central Missouri

Yeheng Feng, University of Kansas

Brittany Connor, University of Kansas

Brian Gordon, University of Kansas ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 19

Sponsorship

Saturday, June 4, 2022, 10:50 AM - 11:10 AM

Sponsors spend millions of dollars each year for fans to experience and interact with their brand and products. A sponsor receives tangible or intangible benefits by entering a partnership with a sport entity, while a sport entity receives monetary or other resources that enhance its value and facilitate its operations (Chen & Zhang, 2011; Henseler, Wilson & Westberg, 2011; Yang, 2008). However, this process has been severely altered by the COVID-19 pandemic, which affected both the health and economics of citizens, organizations, and for the purpose of this study, the sport industry. Many implications resulted from sport organizations not allowing in-person attendance, including sponsorships using traditional experiential marketing strategies. Experiential marketing strategies have been used to pivot the focus of a sponsorship towards “consumer experiences, treats consumption as a holistic experience, recognizing both the rational and emotional drivers of consumption, and uses eclectic methodologies” (Schmitt, 1999, p. 60). Therefore, the purpose of this study was to explore how the COVID-19 pandemic disrupted and altered the exchange of value in the partnership agreements sport organizations had with sponsors.

Previous research has explored the exchange theory through its application to sport sponsorship revenue forecasting (Jensen & Turner, 2017; Jensen, Mishra, & Averick, 2019). By adhering to the standards set forth by McCarville & Copeland (1994), rationality, marginal utility, and fair exchange were investigated as three key components that were shown to act as influential factors impacting the exchange theory. The ongoing business of sport sponsorship during the COVID-19 pandemic triggered creativity and flexibility among both sport organizations and sponsors. To expand the understanding for these new partnerships, the researchers used a qualitative research design to interview 11 current sponsorship professionals working in both the collegiate and professional sport industry. The sport leagues represented within this study included: National Football League, Major League Baseball, National Basketball Association, National Women’s Soccer League, United Soccer League, and NCAA Division I Power-5 athletics. Examples of the positions held by the participants included: Senior Director of Corporate Partnerships and Broadcast Sales, Director of Corporate Partnership Strategy, Chief Sales Officer, Vice President of Partnership Marketing, and General Manager.

Data analysis produced three key themes including (1) traversing through unforeseen sponsorship challenges, (2) pivoting to digital: creative and flexible adjustments, and (3) foreshadowing post-pandemic sport sponsorship practices. Key findings pertained to the new challenges faced by sport teams attempting to foster positive relationships, how sport organizations are evaluating their asset inventory, strategies for pricing new assets, and creating a mutually beneficial environment where their sponsors can benefit from both experiential and digital offerings. More specifically, participants discussed transitioning experiential into digital assets and justifying the exchange value to partners who were forced to pivot away from receiving X asset, to then receive Y asset. Additional findings showed how women’s professional sports were already prepared to withstand the challenges others faced during COVID-19 and the invaluable opportunity, both from a financial and community growth perspective, that sport organizations have received by introducing vibrant digital communities to their new sponsorship practices.

Engaging in Collaborative Autoethnography: Professional Development through Critical Self-Reflection

Emily J. Johnson, University of Tennessee, Knoxville
Lauren Beasley, University of Tennessee, Knoxville

20-minute oral presentation (including questions)
Teaching/Learning
Teaching/Learning 2

Teaching Pedagogy
Saturday, June 4, 2022, 10:50 AM - 11:10 AM

In recent years, autoethnography and collaborative autoethnography (CAE) has been expanding into a variety of disciplines (Chang et al., 2013). There has also been a call for autoethnography as a critical approach in sport management research (Cooper, et al., 2017). In essence, autoethnography seeks to combine characteristics of autobiography and ethnography (Ellis et al., 2011). In doing so, the researcher “retrospectively and selectively write[s] about epiphanies that stem from, and being part of a culture and/or by possessing a particular cultural identity” (Ellis et al., 2011, p. 276). As such, autoethnography is the study of self in cultural contexts (Hughes & Pennington, 2017). The biggest criticisms of autoethnography result from comparing the methodology to more traditional scientific standards. It has been dismissed as being insufficiently rigorous, theoretically void, and too emotional and aesthetic (Ellis et al., 2011). To combat these criticisms, CAE autoethnography is a useful adjustment to this methodology. CAE is beneficial because there is added multivocality and research rigor, which distinguishes it within the field of self-narrative research (Hernandez et al., 2017). Usually, CAE engages a small group of researchers in a collaborative setting in which the focus of the collaboration is on the researchers individually and collectively. Due to the therapeutic nature of the reflexive work required to write an autoethnography (Ellis et al., 2011), autoethnographic writing many times enhances professional practice. This is due to critical reflection on the intersection of identities and biases (Hughes & Pennington, 2017). As such, given the possibility of professional development through critical self-reflection, Hughes and Pennington (2017) present autoethnography, and thus CAE, as an important methodology in research.

The purpose of this presentation is to discuss the experiences of two sport management researchers conducting a CAE on their teaching experiences as White females, and the specific ways engaging in this research impacted their teaching long after the manuscript was submitted for publication. The presentation will begin with an overview of autoethnography and CAE. We will then discuss our own process and CAE methods. We will include our own reflections on engaging in the process with specific examples of how critical self-reflection led to our own improved teaching practice. For example, the improvement of teaching critical theories in the classroom as well as more openness with male faculty advisors on gendered issues in the classroom. The presentation will conclude with recommendations for usage of CAE in future sport management research. Special attention will be given to its relevance for improving teaching practice. Overall, along with Knoppers and McLachlan (2018), we argue that critical research within sport management needs to continue to increase particularly from a sport management education perspective. CAE is one specific methodology that can push this effort forward and improve the pedagogical practice of sport management educators.

Reputation Laundering in Sport

Kevin Snyder, Southern New Hampshire University

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 3

Policy

Saturday, June 4, 2022, 10:50 AM - 11:10 AM

Overview

Previous research on corruption in sport involves specific actions related to mega-events (Bayle & Rayner, 2018; Mason & Thibault, 2006), player usage of performance enhancing drugs (Gorse & Chadwick, 2011), and match fixing/gambling (Hill, 2009; Masters, 2015). Less attention is given to the role that gatekeepers play in doing due diligence on the source of money coming into the sport. Historically, few governing bodies have paid much attention to the origin of funding, as long as they receive the money. Several owners in professional sports have known connections to fraud (Steve Cohen), money laundering (Mikhail Prokhorov), or other financial crimes (oligarchs' ownership of Chelsea and Newcastle Football Clubs).

Historically, money launderers have been linked to cash-based businesses that avoid attention as they seek to mix laundered money with the legitimate economy (Gilmour, 2015). To fight this activity, regulators have installed numerous laws to encourage banks to know their customers before accepting deposits. However, this same scrutiny does not apply to private transactions, including the sale of sport franchises or donations to university athletics. While sport organizations are not traditional targets for money laundering, the combination of the high levels of brand equity in sport leagues and the lack of financial regulations present an opportunity for launderers to clean their money, as well as their reputation.

Proposed Conceptual Model

The purpose of this conceptual presentation is to outline a theory of reputation laundering through sport. Unlike traditional money laundering where concealment is essential, reputation laundering funnels illegitimate money through athletics to use the popularity and legitimacy of sport to enhance the public reputation of the investor (Gilmour, 2015; Cooley, Heathershaw, & Sherman, 2018). Intermingling of legitimate and illegitimate finances and reputations threatens sport leagues by entangling finances with criminal activity, including human rights violations (Crompton, 2014; Simser, 2013).

The proposed model builds from sociological research on money laundering (Cooley, et al., 2018) and brand trust in sport (Delgado-Ballester & Munuera-Aleman, 2005; Filo, et al., 2008). Launderers attempt to transfer the positive aspects of sport properties to themselves (Gwinner & Eaton, 1999) to achieve geopolitical (Koch, 2020) and financial objectives (Cooley, et al., 2018).

Antecedents to reputation laundering include the strength of the prior relationship to the sports organization, the type of crime committed (financial or criminal), reach of the sports organization, location where the crime was committed (domestic or foreign), and the ability to influence activities within the sport organization. Desired outcomes may present as financial, reputational, political, or legal. The combination of these antecedents and outcomes predicts the level of sport (global, domestic, collegiate) where the launderer is most likely to pursue and the potential for achieving their objectives. This model is useful for sport teams and leagues to identify potential investment risks and for peripheral sport organizations (media, sponsors) to focus their influence to reduce the likelihood of the launderer achieving their goals.

2020 Vision: An Interpretative Phenomenological Analysis of the Lived Experiences of Black Female Athletes

Aquasia Shaw, Northern State University

Billy Hawkins, University of Houston ADVISOR

Joyce Ogunrinde, University of Houston ADVISOR

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 10

Diversity

Saturday, June 4, 2022, 10:50 AM - 11:10 AM

Controlling, stereotypical, negative images of Black women within society have been widely circulated and perpetuated by media, economics, culture, politics, higher education, etc. Consequently, the complicated and often conflicting images of Black female athletes are the results of prolonged instances of racism and oppression faced by Black women at various social institutions (Vertinsky & Captain, 1998). In the past, Black women lacked the agency to take ownership of their portrayal in broader society by criticizing and reconstructing their images (Hooks, 1981). Therefore, it is beneficial to examine Black women's stories in and outside of sports to better conceptualize how Black female athletes struggle with socially constructed identities.

Giving voice to Black sportswomen could have groundbreaking outcomes regarding equality in sport as a direct result of these women's position on the margin and the perspective that marginality provides. Their perspective is one that is rarely acknowledged and can help inform those responsible for making decisions to provide opportunities for Black women as athletes, coaches, and administrators. This study sought to give Black female athletes the opportunity to express themselves, share their opinions, and articulate their experiences, serving as an avenue for Black women to tell their stories in a system that does not recognize the importance of their perspectives or their lived experience.

This study explored the experiences of Black female athletes and their perspective amid a global pandemic, political protests, social unrest, and calls for justice after the deaths of several unarmed Black people by law enforcement.

Employing critical race feminism and colorblind ideology, this interpretative phenomenological analysis qualitatively observed influential factors for Black female athletes, and examined the effects race, gender, and sport (or the intersection of all three) had on the experiences of Black female athletes during an unprecedented time. Eight Black female collegiate and semi-professional athletes completed reflexive journals and semi-structured interviews, revealing ways they negotiated their personal and athletic environments, and leveraged their autonomy. Four themes emerged from the data: (a) identity and growth, (b) navigating athletics, (c) hypervigilance, and (d) influencers and motivational factors. This study adds to the scarcity of research on Black female athletes and the way they are impacted emotionally, socially, and politically and the strategies they use to cope, manage, and survive. Findings demonstrate the problematizing nature of bias, racism, and discrimination within athletics, and highlight the techniques Black women use to navigate spaces that are not conducive to their needs. Future research is also discussed as the study developed new knowledge in the ways Black women in sport would like to be supported.

NCAA Football and the Derived Demand for Hotels: Evidence From Power 5 Football Games

Timothy DeSchrive, University of Delaware

Timothy Webb, University of Delaware

Scott Tainsky, Wayne State University

Adrian Simion, Wayne State University

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 2

Economics

Saturday, June 4, 2022, 10:50 AM - 11:10 AM

Purpose

The impact of sporting events on local economies has received a great deal of attention in sport economics literature (e.g., Agha & Taks, 2018; Preuss, 2005). Sporting events create local economic externalities in the form of spillover effects such as increased hotel revenues. Some of the highest attended events in the United States are collegiate football games. In 2019 the NCAA reported total attendance of 36.6 million for Football Bowl Subdivision (FBS) games. As not all attendees reside close to these institutions, these games may have a significant impact on the hotel industry in cities that host FBS teams. The results of academic research exploring the relationship between FBS contests and the lodging industry have been mixed. The purpose of this research is to assess derived demand in the lodging industry by analyzing hotel revenue changes that are attributable to market- and game-specific factors in Pac-12 and Southeastern Conference (SEC) cities. This work builds on earlier research by DeSchrive et al. (2021) by including an additional conference with distinctly different markets.

Literature Review

Research has explored the spillover effect of sporting events on hotel performance with mixed results. In Charlotte (Depken et al., 2018) and Los Angeles (Chikish et al., 2019), these events had little impact on hotel performance, however the impact was significant in university towns (DeSchrive et al., 2021; Kreeger et al., 2020), suggesting the disparity of results may be attributed to market size. Economic impact studies have suggested that major sporting events may have no impact on the surrounding local economies (Coates et al., 2008). However, Agha and Rascher (2016) outline nine conditions that result in a positive impact including new visitors, a geographically isolated location, locals staying local, and monetary leakages. These conditions are generally present in the college football studies that found a significant effect on hotel revenues. This study builds upon previous work by utilizing a sample that covers a wider variety of market sizes to better assess the impact of these games.

Methodology/Analysis

The empirical analysis uses data from all home games played by SEC and Pac-12 teams from 2005-2019. Over 2,000 hotels across 26 markets are included in the empirical analysis. Additional market and team variables are collected from sources including the US Census Bureau, team websites, and football-reference.com. Two-way fixed effects models with time and university fixed effects are used to analyze the impact of team, game, hotel, and market characteristics on hotel revenues. From a revenue management perspective, preliminary results show that team performance, opponent quality, hotel class, and special school events are important predictors of hotel revenue.

Implications/Contribution

This study makes a connection between two academic disciplines - sport management and hospitality management. While these two areas of study have existed for decades and have established lines of research, few studies bridge the gap between the two disciplines. We bring greater clarity to the magnitude of these events on the local hotel economy, and this work endeavors to foster additional academic research between sport and hospitality management.

Performance Expectancy of Augmented Reality in National Football League Broadcasting: An Artificial Intelligence Application

Sean Davis, University of Florida

Yong Jae Ko, University of Florida ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 20

Consumer Behavior

Saturday, June 4, 2022, 10:50 AM - 11:10 AM

As technology integration with our lives continues to increase, consumers are constantly bombarded with more and more information from all manner of sources. One industry that has made great strides in incorporating technology into the forefront of the consumer's eye is the sport industry. From the introduction of the 'First and ten' yellow line displayed on fields during NFL broadcasts to mark where the first down goal in 1998 (Guimera, 2015), to the NFL's partnering with Amazon Web Services (AWS) to develop a program of collecting hundreds of data points every game for every player, the NFL bot generates and displays information to the spectator. Leveraging the AWS platform's Machine Learning (ML) programs, information is displayed on-screen during NFL game broadcasts through Augmented Reality (AR) graphics.

The NFL calls this their 'NextGen Stats' initiative, which provides fans, coaches, and stakeholders with a "better understanding of the game" (Sports Video Group, 2020). The data is processed into computer-generated on-screen graphics and media tools to either be used during a broadcast or for later production, or highlight reels, and stored on the AWS infrastructure ("Next Gen Stats powered by AWS," n.d.). The first uses of game graphics during broadcasts were through a relatively static unobtrusive image on the screen showing the match score and time remaining (Sandomir, 2014). This low amount of information displayed is not intrusive to the viewer and displays pertinent information to the current status of the play, which may increase fan satisfaction. Today, the integration of the NFL's NGS in showing AR-style graphics and imagery is becoming the most commonly seen example of AR on television broadcasts (Pence, 2010). However, scholars have not explored the consumers' expectations of these newer machine-generated graphics.

Therefore, the purpose of the current study is to: 1) develop a psychometric scale for consumers' Performance Expectancy of Augmented Reality in Sport (PEARS) broadcasting; and 2) validate the scale by testing the relationship between the PEARS and spectator outcomes (excitement, perceived usefulness). Drawing on the TAM, UTAUT2 (Unified Theory of Acceptance and Use of Technology), and the sport consumer behavior literature, the current study first captures the factors of performance expectancy of AR technology in sport (i.e., informativeness, aesthetics, entertainment, effort, novelty, sport knowledge) and its outcomes of perceived usefulness and excitement. This project also shows the impact of individual variables (i.e., age, technology propensity/readiness, sport involvement) on this relationship.

The results of the current study may contribute to the existing knowledge by testing theoretical linkages between carefully selected research constructs, thereby adding to the general knowledge of consumer behavior and augmented reality implementations in sport broadcasts and broader contexts. The authors are collecting data and will share the detailed results of the empirical data and practical implementations in the presentation.

An integrative review of organizational capacity research in community sport

Tyler Gibson, Temple University
Gareth Jones, Temple University

20-minute oral presentation (including questions)
Management
Management 20

Organizational Capacity
Saturday, June 4, 2022, 10:50 AM - 11:10 AM

Organizational capacity is understood as the assets and resources organizations draw upon to achieve mission-driven goals and has become a key area of research in the nonprofit sector (Hall et al., 2003). In the last fifteen years, sport management scholars have drawn upon organizational capacity to examine community sport organizations (CSOs) and explore key opportunities and challenges associated with translating resources into performance outcomes (Misener & Doherty, 2009). Specifically, prior research has emphasized the multidimensionality of organizational capacity with particular emphasis on five internal elements: 1) human resources, 2) financial, 3) infrastructure, 4) planning and development, and 5) external relationships (Doherty et al., 2014).

Organizational capacity has received growing attention from scholars and gained growing traction among sport practitioners and policymakers. Nevertheless, it remains a nascent area of sport management research that is still establishing and strengthening its theoretical bases (c.f., Hall et al., 2003). Moreover, scholars have recently emphasized the importance of understanding capacity building which, though related, represents a much more targeted focus on how CSOs acquire, mobilize, and utilize resources in dynamic environments (Millar & Doherty, 2016, 2018). The purpose of this integrative review is to inform the future development of organizational capacity research in sport management by synthesizing prior research, critically reflecting on key gaps and assumption, and providing informed recommendations for future theoretical and empirical development.

To ensure comprehensive coverage of the literature, studies were identified via four sources: 1) Google Scholar, 2) electronic databases, 3) manual search of academic journals, and 4) reference list inspections. The search was initiated on September 17th, 2021 and the following search terms were used: (“organization* capacity”) AND (“nonprofit” OR “non-profit” OR “club” OR “community” OR “voluntary” OR “third sector” OR “third-sector”) AND “sport”.

The initial stage of searching returned a total of 1,997 articles. After removing duplicates (n= 565), articles that were not published in peer-reviewed journals (n= 699), and articles not published in English (n= 7), a total of 726 articles were retained for preliminary screening. Preliminary screening was based on two criteria: (1) focused on organizational capacity, (2) focused on the community sport context. After screening articles based on title and abstract, 91 articles were retained for analysis.

Key characteristics related to journal of publication, year of publication, geographic location of study context, author(s) institution(s), methodology employed, methods of data collection and analysis, and sample size will be catalogued. Coding will be based on a two-step deductive analysis informed by key dimensions of organizational capacity and capacity building. First, articles will be coded based on their focus on organizational capacity, capacity building, or both. Second, articles focused on organizational capacity will be coded to determine how (or if) external, internal, and performance dimensions of organizational capacity were incorporated. Articles focused on capacity building will be coded to determine how (or if) capacity building stimulus, needs, readiness, and outcomes were incorporated. Articles focused on both concepts will be coded using both schemes. Results will be drawn upon to highlight key areas for future research.

Responding to a Crisis Off the Court: Examining the Corporate Social Responsibility (CSR) Response by Professional Sport Organizations to the Social Justice Movement

Adam Copeland, University of Michigan

Kathy Babiak, University of Michigan ADVISOR

20-minute oral presentation (including questions)

Management

Management 19

Corporate Social Responsibility

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

Sport organizations exist in a social context. That social context can provide challenges to organizational practice in the form of disruptive crises. Coombs (2015) defined a crisis as an “unpredictable event that threatens important expectancies of stakeholders related to health, safety, environmental, and economic issues and can seriously impact an organization’s performance and generate negative outcomes”. Sport organizations at all levels faced multiple recent critical disruptions including the social justice movement that took place in the summer of 2020 (Evans et al., 2020). The nature of the social justice disruption was unique in that it was not directly caused by the organizations, yet there was a sense of responsibility assumed by sport organizations, each of which had their own history with social justice and associated practices connected to corporate social responsibility (CSR), along with diversity, equity, and inclusion.

Previous research has linked crisis response with CSR practices (Kim et al., 2009; Benoit, 1995). Some research has found CSR to be an asset in crisis management (Sohn & Lariscy, 2012; Vanhamme & Grobbsen, 2009). Other research has explored CSR as a liability in crisis response (Coombs & Holladay, 2015). The purpose of this investigation is to understand how two professional sport leagues (NBA & WNBA) responded to the social justice disruption of 2020. We employ a CSR framework to evaluate organizational resources, structures, mission, and objectives leveraged and managed in response to the disruption (Smith & Casper, 2020). We also integrate an organizational change framework to explore the context, content, and processes of change in the response to the environmental disruption (Babiak & Thibault, 2005; Morrison & Misener, 2021; Pettigrew et al., 2017; Woiceshyn et al., 2020).

The NBA and WNBA were selected as the research population due to their unique history of CSR engagement and quality of public-facing organizational response during the social justice crisis of 2020. In order to ascertain the internal aspects of how the NBA and WNBA responded to the social justice disruption of 2020, we collected and coded organization (team) generated documents and communications including website content (e.g., announcements of new programs or initiatives), press releases, news reports, and social media posts related to issues of social justice, diversity, equity, and inclusion. In addition, we conducted 30 semi-structured interviews (Smith & Sparkes, 2016) with senior team and league leaders involved in CSR planning and execution. Interviews were conducted and recorded on Zoom, lasted approximately an hour and were analyzed via deductive coding in NVivo in order to extract factual, procedural, and thematic understandings related to answering the central research question: How did organizations in the NBA and WNBA change their CSR priorities and practices in responding to the social justice disruption in 2020? Answers to that research question should provide insights into the salient dynamics of professional sport organization response to significant social justice disruptions.

Given the ongoing and increasing public awareness of social justice concerns, a rich account of sport organization response to social justice issues and movements should be valuable in informing both organizational research and practice going forward.

Should I Wager to Win or Support My Team? Team Identification Bias on Sports Gambling Behavior

Colin Lopez, Temple University

Daniel Funk, Temple University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 19

Fan Identification

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

The United States Supreme Court overturned a law in 2018 which had previously deemed sports betting illegal. Since legalization, online sports gambling has become a billion-dollar industry while only being fully legal in thirteen states. As legalization continues across the US and grows globally, differences between countries have emerged. However, research that examines how consumers make decisions to engage in online sports betting based on their country of residence and the type of odds presented is lacking.

The current research examined how team identification (Team ID) influences sports betting outcomes across three countries. Team ID has been defined as the level of psychological attachment between a consumer and a favorite team (Wann & Brancsombe, 1993) and influences purchase intentions and loyalty. It has also been shown to function as a heuristic guiding decision-making behavior (Madrigal, 2001). Within a sports betting context, Na, Su, and Kunkel (2019) found that individuals highest in team identification were the most likely to overestimate their favorite team's chances of winning a match. However, the effect that Team ID has on willingness and the amount to be wagered has not been examined. In addition, this effect has not been investigated in relation to betting odds presentation which differ by geographic locations: American odds (e.g. +200, -200), decimal odds used in Australia (e.g. 3.0, 1.3) or fractional odds used in the United Kingdom (e.g. 2/1, 1/3). The current study examined whether the overestimation effect and odds presentation influence willingness and level of investment.

The study utilized an experimental design recruiting participants from the United States (223), the United Kingdom (184), and Australia (184). To measure willingness to bet, participants were asked on a 1-100 scale how likely they would be to place the bet, with 100 indicating absolute certainty of participation and 0 meaning they would never place the bet. To examine the amount participants were willing to bet, they were allowed to select from \$10 ranges from \$0 - \$200. These values were presented in the native currency of participants and converted to \$USD for comparison. Results indicate that regardless of odds presentation, individuals high in team identification are willing to bet significantly more money (\$104 vs. \$70) and are 28% more likely to make a bet than individuals low in team identification. These results were consistent across all three countries.

Theoretically, this research provides insight on a cognitive bias that team identification has on sports betting behavior. While these results can help sports betting organizations target committed fans to increase engagement and investment, importantly it also helps inform consumers about a potential overestimation bias which can lead to wagering more money on a favorite team versus a team most likely to cover the spread. Future research ideas are discussed on other psychological factors influencing betting behavior such as math com

Perspectives from internship supervisors: Unaware or exploitation of interns?

Rachel Madsen, Ithaca College

Heidi Grappendorf, Western Carolina University

Heidi Parker, University of Southern Maine

Cindy Veraldo, Mount St. Joseph

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 2

Preparedness/Internships

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

Unpaid internships have long been a component of sport management programs and they are considered an integral element for students hoping to get a job in the sport industry (Jowdy, McDonald, Spence, 2008; Parkhouse, 1987; Petersen & Pierce, 2009). In fact, Cuneen (2004) found them to be the most common part of curriculum in accredited programs and Moorman (2004) suggested internships were the most valuable component in one's career path in sport management. However, there have been noted concerns and issues related to sport industry internships including: little/no pay for their work, few learning opportunities, legal issues regarding workers' rights, sexual harassment, and discrimination (Walker, et al., 2020; Yamada, 2002). Additionally, Wong (2013) suggested that sport organizations knowingly take advantage of students who are desperate to gain entry into the sport industry.

Walker, et al. (2020) further advanced the literature discussing additional issues and contending that internships are rooted in hegemony, disadvantaging those students who come from less privileged backgrounds. The authors found that sport management students "accepted unpaid internships as the unopposed norm, despite the role unpaid internships play in upholding inequalities in the field" (p. 30). Walker et al., (2020) suggested further examination by studying those overseeing and supervising student interns.

Brown et al. (2018) noted the crucial role the on-site internship supervisor plays in a student's internship. Therefore, the purpose of this study was to extend the literature and further examine the impacts of unpaid internships from the perspective of the internship supervisor. Specifically, researchers sought to investigate internship supervisors' understanding of their organizational policies/practices surrounding internship hiring and compensation as well as the supervisors' understanding of the potential impacts of those policies on low resource students.

Exploitation Theory and Institutional Theory are used as frameworks to explore the perceptions and practices of sport management industry practicum/internships supervisors. In defining exploitation theory, Marx believed that workers in a capitalist society often do not see the full benefit of their labor because organizations tend to use their privileged position to exploit workers. Workers are often compelled to produce more value for the organization than they receive in exchange. The organization therefore profits because the worker is producing in excess of their pay (Ferguson, 2016a; Kymlicka, 2002; Marx & Engels, 1965). Further, Institutional Theory contends that organizations and employees adopt and accept workplace norms and patterns leading to "institutional myths" that often become formal policy (Meyer et al., 1977; Scott, 1995). Once these norms are accepted, change becomes difficult and thus the status quo is maintained and perpetuated over time.

Data collection includes semi-structured interviews with randomly selected sport management practicum and internship supervisors from sport organizations connected to four US universities. Theme analysis is used to identify patterns and themes (Braun, Clarke, & Weate, 2016) present in the data. Discussion of the findings, along with potential implications and practical suggestions to ensure students with less privileged backgrounds can still thrive in the sport industry will be discussed.

Decision Making in Canadian National Sport Organization Boards

Russell Hoye, La Trobe University
Milena M. Parent, University of Ottawa
Ashley Thompson, University of Ottawa
Erik L. Lachance, University of Ottawa
Michael L. Naraine, Brock University
Marijke Taks, University of Ottawa
Benoit Séguin, University of Ottawa

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 3

Governance

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

Problem and Purpose

From the early work of Inglis (1997) who identified the four main roles of an NSO board to encompass setting and monitoring the mission of the organization, strategic planning, appointing and monitoring the CEO, and managing stakeholder relations, there has been relatively little research focused on the role of the NSO board in decision-making despite the many changes to the context of NSO operations over more than two decades (McLeod, 2020; Parent et al., 2018; Shilbury & Ferkins, 2011).

The recent review by Hoye et al. (2020) regarding the foundational work of Slack and colleagues on Canadian NSO design archetypes (cf. Kikulis et al., 1992, 1995a, 1995b) points to the utility of design archetypes to help explain contemporary governance issues amongst these sport organizations. This paper examines the types of decisions made by contemporary NSO boards to articulate their decision-making role, and to identify the processes used to facilitate decision making by these boards. Importantly, we seek to understand if these elements of decision making differ between the various design archetypes that exist among contemporary Canadian NSOs and the implications of these differences for governance performance.

Literature Review

Conceptualizing the role of the nonprofit sport board around four types of decisions - strategy, resource provision, control and monitoring, advice, and counsel as suggested by McLeod (2020) - provides a robust framework to explore the decision-making role of contemporary NSOs. Only the first of these roles has attracted significant attention from research scholars, notably through a research agenda that has focused on one of the major criticisms often directed toward non-profit sport organization boards: their inability to be strategic (Ferkins et al., 2005, 2009; Ferkins & Shilbury, 2010, 2012, 2015; Shilbury & Ferkins, 2011). The recent review of Kikulis et al.'s (1992, 1995a) archetypes by Hoye et al. (2020) argued the dimensions used to derive these archetypes needed to be updated in light of the environmental changes and stakeholder expectations faced by contemporary sport organizations. These suggested changes in the methodology to determine NSO design archetypes were adopted by Parent et al. (2021, p. 17) who found "contemporary NSOs fall within one of four governance design archetypes: Board-led, Executive-led, Professional, and Corporate".

Methodology

We interviewed the board chairs and CEOs from 22 Canadian NSOs to identify how each of their respective boards undertook their decision-making role in relation to McLeod's (2020) four types of decisions. Data were broken down into fragments and nodes, and rebuilt into higher order themes. Though data collection is complete; data analysis is ongoing and will be completed prior to the conference.

Results, Discussion, Conclusions & Contributions

Our findings, which will be presented at the conference, will focus on determining if these roles and processes for decision making differ between the four design archetypes that were evident amongst this sample of Canadian NSOs and the implications of these differences for governance performance.

Be Good Ancestors: Is Sport Management Ready for Environmental Justice?

Chen Chen, University of Connecticut

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 10

Other

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

Management and organizing of sport events and activities not only generates social and economic benefits, but also have environmental impacts to local communities (e.g., McCullough et al., 2019). Consequently, questions arise regarding how the cost and benefits associated with the development and growth of sport industry are distributed by race, ethnicity, gender, age, and income etc., reflecting environmental justice (EJ) concerns (Mincyte et al., 2009; Sze, 2009).

In sport management literature, while there is burgeoning research that examines various aspects of environmental and ecological issues (Mallen & Chard, 2012; McCullough et al., 2020), including the negative environmental impact in different communities, EJ has yet to be taken up as a topic and/or theoretical framework. This paper invites the field to be in conversation with EJ. It asks what environmental justice can offer to sport management research and why sport management scholars interested in environmental and ecological issues should consider engaging with EJ as a framework of scholarship, particularly given that one important mission of sport management research is to enhance the wellbeing of all members of the global society, particularly with regard to the inequity and inequality that exist across communities and populations (Frisby, 2005; Thibault, 2009; Zeigler, 2007).

This paper is foregrounded with a review of literature in a variety of disciplines (e.g., critical human geography, environmental sociology, Indigenous studies, sport ecology) that concerns EJ. It reviews the origin and recent development of the environmental justice movement (Murdock, 2020; Sze & London, 2008) and maps the three major paradigmatic traditions of conceptualizing EJ - the distributive paradigm (Schlosberg, 2004; 2009), the procedural paradigm (Figueroa, 2004), and the recognition paradigm (Whyte, 2018). I highlight that different and complementing concepts of EJ exist, and that to comprehend urgent environmental (in)justice conflicts and/or struggles in any given context requires the foregrounding of the historical processes, multiple stakeholders, intersections of privilege and oppression, and space for activism and mobilization (Pellow, 2004; 2018).

Because of EJ's emphasis on power and its position at the convergence of social movements, public policy, and scholarship, I content that it holds important potential for sport management researchers to engage in public scholarship with "actions", addressing environmental harms and seeking practical solutions for enhancing communities' wellbeing. Moreover, I argue that the lens of EJ offers an important conceptual tool that can further the analyses on existing racial, socio-economic, and gender-related inequities manifest in the sport industry (Olushola-Ogunrinde & Carter-Francique, 2020; Palmer & Masters, 2010; Walker & Melton, 2015), generating new questions around organizational justice, alternative epistemologies, and decolonization.

Concurring with EJ scholars Sze and London (2008), who argued that EJ scholarship must center around its genesis: a critical analysis of power in maldistributing harms and opportunities related to the environment (most notably associated with race and class), I encourage sport management scholars, educators, and students to embrace a multidisciplinary approach to connect EJ with other justice-related issues in sport. In doing so, I believe sport management can make a key contribution to the environmental justice movement, thus aligning our current praxis with becoming "good ancestors".

The Effect of Self-Presentation on Preference for Brand Conspicuousness: The Moderating Role of Homogeneity of Sports Fan Community

Seongjin Yoo, University of Florida

Yong Jae Ko, University of Florida ADVISOR

Lydia Yun, University of Florida

Philip Kang, University of Florida

Yonghwan Chang, University of Florida ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 20

Consumer Behavior

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

Goffman's (1959) self-presentation theory posits that consumers often seek conspicuously branded products so that they can embody the desired social image they wish to convey. The conspicuousness of a brand's logo reflects different signaling intentions of the consumers (Perez-Truglia, 2013). Thus, the size of a brand logo plays an important role in understanding the consumers' brand perceptions and the brand's overall value (Morgan, 2021). However, scholars have paid relatively little attention to the theoretical understanding of the preference for brand conspicuousness and its psychological process in the sports context. Accordingly, the purpose of the current study was to, firstly, carefully examine the impact of consumer self-presentation on their preference for brand conspicuousness and, secondly, examine the moderating role of homogeneity of sports fan community.

In experiment 1, we confirmed the impact of self-presentation on preference for brand conspicuousness. A total of 136 participants were recruited through Amazon's Mechanical Turk. Participants were given a hypothetical scenario within the fitness center and then completed a questionnaire for measuring chronic self-presentation concerns. Participants were asked to choose one preferred brand among three high-end sportswear brands, selected from a pretest and rated preferred brand logo size on the 7-point scale (1 = small, 7 = large). The results showed that the high self-presentation group preferred larger logos than the low self-presentation group ($M_{high} = 3.35$, $SD = 1.56$, $M_{low} = 2.23$, $SD = 2.22$; $F(1, 85) = 7.45$, $p = .008$).

In experiment 2, we explored the moderating effect of the homogeneity of social groups. A total of 211 participants were recruited through Amazon's Mechanical Turk and were randomly assigned to one of the four conditions of 2 (self-presentation priming conditions: high vs. low) X 2 (homogeneity group: high vs. low) between-subjects design using a hypothetical scenario within the sports fan community (i.e., Miami Heat). Participants' preference for logo between three designs of the Heat's t-shirt (no logo, small logo, large logo) was measured as the dependent variable. The two-way ANCOVA analysis revealed that main (self-presentation: $F(1, 206) = 12.38$, $p < .001$, homogeneity: $F(1, 206) = 7.94$, $p = .005$) and the interaction effect of self-presentation and homogeneity on preference for brand conspicuousness was significant ($F(1, 206) = 4.66$, $p = .032$). Thus, the effect of self-presentation on preference for brand conspicuousness was found to significant and moderated by the homogeneity of the sports fan community.

Our findings enrich the theoretical importance of self-presentation in the symbolic self-completion literature. In this study, we used hypothetical scenarios within the fitness and sports fan community to evoke the participants' awareness of being subject to monitoring. Consequently, cognitive inconsistency triggers their preference for the brand with a larger logo for symbolic reinforcement. We also found that the high (vs. low) homogeneity of social groups is highly related to a greater readiness to make a good impression on others which, in turn, increases the consumers' symbolic self-completion behavior. Our findings also suggest that once marketers carefully articulate a promotional message that evokes the consumers' self-presentation, they can tap into the appeal of a brand with a larger logo.

Unpacking the Spatial Nexus: Spatial Spillovers of Sport Industry and Community Resilience

Changwook Kim, University of Florida

Jinwon Kim, University of Florida

Jeoung Hak Lee, Kyung Hee University

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 2

Other

Saturday, June 4, 2022, 11:15 AM - 11:35 AM

Community resilience - a set of interconnected adaptive capacities based on economic, social, and community resources - has been increasingly highlighted as the key framework within which to build a model to cope with disturbances in socioeconomic conditions derived from adversity (Norris et al., 2008).

The sport industry specialization in a region provides socioeconomic functionality for the community rather than a one-way ticket to economic growth (Kim et al., 2021). Specifically, sport entities act on industry value-chain linkages for creating value and maximizing profits via place-specific externalities (Nedelkoska & Russell, 2015), so their transformative sport services supporting community resilience can be spatially concentrated in a specific area as a cluster.

Hence, the clustering of sport industries makes spatial proximity an important factor for effective spillovers on community resources in socioeconomic conditions within a region (direct effect). In addition, the spillover effects of sport industry clusters could be exerted across neighboring regions, which can contribute to the regional convergence and divergence of socioeconomic resources for community resilience (indirect effect). Collectively, the spatial spillovers refer to the growth-enhancing elements of one region that exert positive or negative effects on neighboring regions, as externalities that are locally bound in nature (Capello, 2009). However, little is known about such spatial spillover effects, and the nature and extent of sport industry clusters are assumed or uncertain. Accordingly, this study aims to unpack the spatial spillover effect of sport industry clusters on community resilience across 3,108 counties in the contiguous United States. To this end, we attempt not only to measure the impact of sport industry clusters on community resilience within a county (direct effect) but also to assess whether sport industry clusters in one county influence community resilience across neighboring counties (indirect effect).

To achieve this purpose, this study included spatially-lagged dependent and explanatory variables, using macro-geospatial data for community resilience (outcomes: baseline resilience indicators); key sport industry clusters (predictors: the location quotients of spectator sport, promoters, agents, and sport facilities); and social vulnerability (controls: socioeconomic status) from secondary sources. Specifically, a spatial econometric method using the spatial Durbin model with a geographic information system - based visualization technique captured direct and indirect (spatial spillover) effects.

Findings reveal the significant direct effects of sport industry clusters on community resilience within a specific county, but also the significant indirect effects across neighboring counties, implying the possibility of the regional convergence or divergence of community resilience. However, the magnitude or intensity of the spatial spillover effect varies across counties, suggesting the presence of spatially heterogeneous spillovers.

This interdisciplinary study, integrating theoretical and methodological approaches from sport management, economic geography, and community science, contributes to knowledge on sport industry - community resilience by revealing spatial spillover effects. It extends prior research that supports the effects of sport industry on community resilience. At the same time, this research provides a strategic snapshot to implement region-based resilience policymaking for sport industry development with spatial spillover effects through a novel methodological approach in spatial analyses that are almost untapped in sport management.

International Student-athletes within the Collegiate Athletics Recruiting Process in the Post-Pandemic Era

E. Su Jara-Pazmino, University of West Georgia
Simon Pack, St John's University

20-minute oral presentation (including questions)
Management
Management 20

Human Resource Management
Saturday, June 4, 2022, 11:15 AM - 11:35 AM

The pressure to produce a winning program is further compounded as universities nationwide face budget deficits due to the COVID-19. College coaches, whose very livelihoods depend on successful recruiting classes, were left to learn everything they can about prospective student-athletes via phone, text, or video (Posteher, 2020). Despite having to switch to online-only modes of recruiting, coaches still had access to all digital tools for contacting top domestic and international recruits. In the words of Michigan State Coach Mel Tucker, that means the current state of recruiting is “really an information race” (Myerberg, 2020, p.10). Moreover, the NCAA granted an additional year of eligibility to seniors who had their season cancelled, so there were unprecedented concerns of reduced scholarship availability. Due to travel restrictions, domestic and international student-athletes were being asked to commit before they ever step foot on a campus.

The participation of international student-athletes (ISA) in the NCAA College athletics has doubled in the last decade (Jara-Pazmino et al., 2017; Ridinger & Pastore, 2000a). International Student-athletes (ISA) have brought valuable and unique contributions to collegiate athletics throughout time. However, COVID-19 and many factors associated with post-pandemic era have alter the timeline and resources used for the recruiting process in general. Therefore, the purpose of this study is to identify what is the current state of international athletic recruiting, directed by the following research questions:

1. What are the perceptions of college athletic coaches from Division I and II regarding the recruitment of international student-athletes during COVID-19 and post-pandemic era?
2. What are the main factors influencing the international student-athletes recruitment process during COVID-19 and post-pandemic era?
3. What support do coaches and international student-athletes need to overcome the recruiting challenges created by COVID-19?

The current study followed a Contingency Theory framework from the organizational theory in the management field, applied to the recruiting and selection process (Collins & Kehoe, 2009). Contingency theory holds that there is likely not a single best practice or system that would achieve optimal outcomes across all conditions; instead the best results are achieved by matching the particular system of practices to the environmental or competitive conditions faced by the organization (Lawrence & Lorsch, 1976). This qualitative study based on semi-structured, in-depth interviews of Coaches and ISAs at various institution types (e.g., Division I and II) and conducted by video conference or telephone, using a convenience and snowball sampling method.

The authors show internal validity of the study by triangulating data from three sources: the semi-structure interviews, official information from the NCAA, and online public media sources. Additionally, the authors controlled potential bias by using a rigorous process of data collection and analysis. The results of this study aim to inform athletic departments and head coaches on the current state of ISAs recruiting and selection process. Information gleaned from this study will yield valuable insight into what challenges and opportunities exist in the international athletic recruiting arena during the post-pandemic era.

The strength of community: Social support in sports and official's egocentric networks

Jacob K. Tingle, Trinity University

Matthew Katz, University of Massachusetts

Brittany L. Jacobs, Nichols College

Stacy Warner, East Carolina University

20-minute oral presentation (including questions)

Management

Management 19

Organizational Behavior

Saturday, June 4, 2022, 11:40 AM - 12:00 PM

Staff recruitment, retention, and development are keys to organizational success (Barr & Hums, 2012). In sport, officials are essential personnel yet many are dropping out in high numbers (Jacobs et al., 2020). For the individual referee, gendered (Tingle et al., 2014) or generalized abuse (Dawson et al., 2021) has been associated with stress (Anshel et al., 2013), burnout (Webb et al., 2018), and negative mental health outcomes (Tingle et al., 2021). Because of these challenges, exploring referee retention remains a priority. Recently, Ridinger et al. (2017) developed the Referee Attrition Model and others have explored referee's sense of community (Kellett & Warner, 2011; Warner et al., 2013), perceived organizational support (Livingston et al., 2020), and engagement and authenticity (Kim et al., 2021) to improve retention. To further this research, the purpose of this study is to analyze how officials' social networks affect their retention.

Our study is guided by network theory (Borgatti & Halgin, 2011) and egocentric network analysis. Egocentric network analysis is grounded in the idea that individuals exist within a particular social context, which influences their attitudes and behaviors (Perry et al., 2018). Thus, the decision to continue officiating is impacted by both individual-level attributes and the official's egocentric network. Current U.S. softball, baseball, basketball, and football officials were recruited via personal networks and message boards. Participants completed a name generator and listed people (alters) from whom they sought officiating advice. Participants then responded to questions about their intentions to continue, individual (ego) attributes, attributes of each alter, and connections between alters, which yielded a complete egocentric network per participant.

Hierarchical linear modeling was used to examine alter (Level 1) and ego (Level 2) attributes that explained variance in the dependent variable: Retention Relationships. The final dataset included 350 alters nested in 116 egocentric networks. The Intraclass Correlation showed that 63% of the variance in Retention Relationships was found between groups; supporting the need for multilevel modeling. The final combined model was significant ($X^2 = 775.01$, $p < .001$) and was a better fit than the null model. Significant variables at the alter-level included Outside Communication ties ($\beta \geq 40 = .16$, $SE = .07$, $p < .01$) and Officiating Community ties ($\beta \geq 80 = .48$, $SE = .12$, $p < .001$). Significant variables at the ego-level included Officiating Tenure ($\beta \geq 01 = -.17$, $SE = .08$, $p < .05$) and Network Size ($\beta \geq 02 = .34$, $SE = .14$, $p < .05$).

Initial results indicate retention is explained by both alter-level and ego-level factors, highlighting the value of multilevel analyses. Key findings included: the more officials communicate about topics unrelated to officiating, and the more their relationships connect them to the larger officiating community, the greater impact those relationships have on retention. Additionally, the larger a referee's network the greater impact each relationship has on their decision to continue officiating. However, as officiating tenure increases officials become less reliant on relationships for retention decisions. The findings reveal that understanding officials' egocentric networks will help sport managers better retain officials. Future research implications and specific managerial suggestions will be presented.

Earned Influence: Examining Emergent Leaders' Expressed Sentiment in Online Fan Communities

Blaine Huber, University of Massachusetts Amherst

Matthew Katz, University of Massachusetts Amherst ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 19

Brand Community

Saturday, June 4, 2022, 11:40 AM - 12:00 PM

Online fan communities such as social media networks and fan message boards are becoming increasingly popular virtual spaces for fans (Fenton et al., 2021). Online communities are flat social structures without clear hierarchies or formal leaders (Habibi et al., 2014). However, certain users may achieve influence through meaningful contributions to the community eventually occupying prominent leadership roles (Johnson et al., 2015).

Leaders emerge in online community settings primarily through high involvement (Brodie et al., 2013). However, given the largely text-based nature of online communication, text-mediated communication behavior (e.g., expressed emotion) may provide a more nuanced picture of online community leaders and their influence in these settings (e.g., Huffaker, 2010). Drawing from both Network Theory (Borgatti & Halgin, 2011) and Communication Accommodation Theory (CAT; Giles & Ogay, 2007), the current study examines how emergent leaders in online fan communities communicate in terms of expressed sentiment.

Theoretically grounded in Leadership in Networks (Carter et al., 2015), network ties and structure influence both leader emergence and leadership outcomes. In other words, an individual's ability to influence or lead is in part dependent on their network characteristics (i.e., centrality). We utilize both Leadership in Networks and CAT, a theory of communication used to predict and explain behavioral adjustments (i.e., convergence, divergence, maintenance) made during interpersonal communication to manipulate social distance (Giles & Ogay, 2007). At the intersection of these two theories, we examine how both central fans (i.e., leaders) and peripheral fans communicate and interact within the online fan forum.

We use web scraping and textual analysis techniques to examine an online fan forum. Posts and replies will be collected over a month to identify: 1) actors in the network; 2) ties between actors; 3) specific posts of each actor; and 4) characteristics of individual actors. Data will be examined via Statnet in R (Hunter et al., 2008). Each post collected from the fan forum will be analyzed using a lexicon-based weighted dictionary (i.e., NRC VAD) that statistically evaluates each post for expressed sentiment, highlighting how emotion is disseminated from central users and accommodated by other community members.

Our data collection is ongoing. Our methodological approach involves Quadratic Assignment Procedures (QAP) and Exponential Random Graph Modeling (ERGMs) to explore the use of language by fans within the online community. Using QAPs, we will test whether an actor's centrality score is related to their expressed emotion as calculated by the textual analysis. Using ERGMs, we will test how the expressed sentiment of users explains the patterns of relationships within the network. Both QAP and ERGMs are examples of network modeling, an approach to examining network data beyond simple descriptive statistics.

While this research is ongoing, we expect the findings of this study to provide insight into online fan communities, the qualities that characterize online fan leaders, and how online fan leaders influence community members in terms of expressed emotion. More practically, we expect this study to shed light on how central or influential users may be identified and supported in fostering positive online fan communities.

Overcoming Challenges of Offering Internships at Rural Regional Universities

Brian Menaker, Texas A&M University - Kingsville
Michael Odio, University of Cincinnati

20-minute oral presentation (including questions)
Teaching/Learning
Teaching/Learning 2

Experiential/Service
Saturday, June 4, 2022, 11:40 AM - 12:00 PM

Approximately 430 universities in the U.S. are regional comprehensive universities (Orphan, 2018). Regional comprehensive universities are often better at promoting upward social mobility than flagship or private universities (Chetty et al., 2017). However, the challenges of providing high quality capstone projects to students at rural regional universities continues to be a struggle in many academic fields (Jacoby et al., 2012; Sanger, 2012). These institutions are often isolated and internship opportunities tend to be limited or require significant travel causing upheaval of a student's life. Students are often reluctant to travel away from home due to family and personal circumstances (Odio, 2017). The combination of these factors make completing an internship more challenging, creating more barriers to completing a bachelor's degree, and exacerbating systemic issues related to internships that limit career opportunities (Walker et al., 2021).

The sport management literature has touched on existing barriers and how an internship affects career decision making and outcomes (e.g. Cunningham et al., 2005; Odio & Kerwin, 2016), but the additional barriers faced by students at rural institutions have not been fully addressed. The focus of this presentation is to advance two alternative frameworks for experiential learning that can provide access to quality experiences for sport management students at rural institutions: virtual internships and the classroom-as-organization (CAO) framework.

Internships tend to be place-based, but virtual internships are a viable option to in-person experiences when travel and/or remoteness serve as access barriers (Franks & Oliver, 2012). Virtual internships also provide opportunities for underrepresented groups who often face structural inequities in obtaining industry-specific experience, while helping students grow service-related capabilities to deliver value to partners (Bilsland et al., 2020). For rural sport management students, virtual internships could mitigate major barriers provide a wide range of opportunities that create benefits for their career development and learning.

Generating innovation and regional development has become a role for regional universities (Allison & Eversole, 2008). This can be done through creating local sporting events for the community that include internship opportunities for students. CAO pedagogy can be particularly useful in this type of environment (Thomas et al., 2020). Sheehan et al. (2009) used this approach in event management courses where the class served in functional departments of event operations, volunteer management, marketing, sponsorship, registration, and finance with the instructor acting as event director. In the absence of practical and geographically close options for internships, CAO can serve as an optimal substitution for internships with external sport organizations.

As two established, but still growing approaches, virtual internships and CAO offer a path for providing meaningful experiential learning opportunities for rural sport management students. These options remove the barriers of place-based internships while following through on the regional comprehensive university mission of promoting upward social mobility. This presentation will speak directly to the unique barriers faced by these students and their institutions, and to how these solutions can help overcome those barriers to provide important pedagogical and career-related benefits.

Perceptions Of Acc Sport Psychologists And Athletic Trainers On Mental Health Strategies For Student-Athletes

Chris Boyer, NC State University

Danielle Smith, University of North Carolina, Chapel Hill

Jason Bocarro, NC State University

Michelle Joshua, NC State University

Jonathan Casper, NC State University

Kimberly Bush, NC State University

Joshua Wright, NC State University

Virginia Blake, NC State University

Joel Pawlak, NC State University

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 3

Policy

Saturday, June 4, 2022, 11:40 AM - 12:00 PM

The NCAA has recognized the growing issue of mental health among student athletes (SAs). Data have shown that Division I college SAs have reported elevated levels of depression (NCAA, 2016), higher levels of stress, and other behavioral health issues, when compared to non-athletes (Johnson, 2021). SAs are less likely to admit to issues and seek care (Wolanin et al., 2015), with white SAs more likely to use mental health services (Petrie et al., 2020) than peers of color. The impact of the pandemic (e.g., potential loss of sport) along with the social justice movement has created significant mental health concerns among SAs (Petrie et al., 2020), while athletic departments have experienced unprecedented financial losses (Anderson, 2020). Despite this increase in awareness, there is concern that institutional resources devoted to supporting the clinical and psychological needs of SAs is lacking.

Way et al. (2020) found that while athletic departments are building mental health into their cultures, some initiatives were poorly received. Recent SA research has recommended exploring issues like the role of athletic trainers (Sudano & Miles, 2017), the role of preventive programming within the broader campus community (Sudano, Collins & Miles, 2017) and mental health locations (Way et al., 2020). There have been few efforts to evaluate the effectiveness and implementation of these recommendations (Way et al., 2020), all conducted prior to the pandemic. A review of the literature found no studies that have explicitly explored the perceptions of sport psychologists and athletic trainers (front-line personnel) related to mental health services, resources, and initiatives for SAs. Therefore, the purpose of this study is to understand perceptions of sport psychologists and athletic trainers at Division I institutions around policies and practices to mitigate emergent mental health issues facing SAs. Using inductive reasoning, findings will add a sports lens to Mental Health Literacy theory (MHLt), which suggests that knowledge, attitudes, and beliefs around the causes, recognition, and sources of knowledge can help predict the ability to seek help (Spiker & Hammer, 2019).

Qualitative data obtained from eight focus groups conducted in early 2021 with 20 sport psychologists and certified athletic trainers across 11 Division I institutions were organized, coded, and annotated utilizing NVivo. A multi-coder constant comparison analysis identified several primary consistent themes related to SA mental health services and issues inclusive of 1) stigmatization among SAs and coaches, 2) professional staffing and resources, 3) utilization trends, 4) delivery of services/telehealth, 5) roles of coaches and administrators, 6) COVID-19 impacts, and 7) broader campus relationships. Findings show that athletic department leadership and coaches need to both value and model mental health providers and best practices to destigmatize issues and services for SAs. Additionally, recruiting, hiring and retaining representative mental health providers is critical in overcoming usage barriers.

These themes, and implications, will be discussed during the conference presentation. Findings are critically important as the demand for services combined with significant financial challenges facing universities will force many institutions to be more resourceful and address the mental and behavioral health services for SAs.

Understanding women coaches' learned coaching philosophies and behaviors in informal learning spaces

Shelby Masse, University of Connecticut

Laura Burton, University of Connecticut ADVISOR

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 10

Other

Saturday, June 4, 2022, 11:40 AM - 12:00 PM

Women in sport organizations are underrepresented in leadership roles in sport coaching, holding about 41% of all head coaching roles in women's sport programs and less than 6% in men's programs (NCAA, 2020). As women's participation in collegiate sport is at an all-time high, it is problematic that the number of women in heading coaching roles remains stagnant (LaVoi, 2016). Sport management researchers have shown that sport is ingrained with masculine ideologies, resulting in the gendered beliefs that men are more qualified sport coaches, and leaders (Burton, 2015; Schull, & Kihl, 2019). Most of this work has focused on student athletes' perceptions of leadership or the organizational and societal beliefs that have led to men coaches being favored over women coaches. However, little research exists that explores how women coaches have developed their own understanding of coaching leadership and the impact of gendered ideologies and beliefs on this understanding. Skinner & Swanson (2018) highlighted the need for research of the individualized and personal construct of leadership, to understand how the individual "leader" identifies or has come to take on such leadership qualities or characteristics.

Given the limited research examining the social construction of leadership in sport we will examine how women head coaches have constructed their personal perceptions of leadership based on social interactions. We will focus on the impact informal learning spaces have on the construction of leadership, where individuals learn from their environment and situations rather than direct or guided learning opportunities. Guided by one main research question: How have women head coaches constructed their understanding of leadership and coaching philosophies from informal learning spaces? this study will explore how women head coaches, at the collegiate level, have developed their leadership styles, understanding of leadership, and how they have developed their coaching philosophies based on social interactions and experiences.

We will use Social Learning Theory (SLT), (Bandura, 1977), as a framework to examine how women coaches have come to their understanding of leadership. SLT considers how both environmental and cognitive factors interact to influence human learning and behavior (McLeod, 2016) The observational learning, and the mediational processes purposed by Bandura, (1977) explore how individuals' attention, retention, reproduction and motivation influence their leadership philosophies and understanding of leadership.

Following a qualitative research design, we will conduct semi- structured interviews with 10- 12 women college head coaches from NCAA Division I, II, or III programs, recruited through convenience sampling. Participants will reflect on their interactions and experiences that have contributed to shaping their understanding of leadership and personal coaching philosophies. We will analyze our data using a hybrid coding approach allowing for emerging themes and concepts to appear, such as descriptive and holistic coding during the first cycle (Saldaña, 2016 & Girbich 2013). Findings will include insight into how women define leadership based on their individual experiences and how this definition is translated into their coaching philosophies. We also expect to find the women head coaches' social construction of leadership to be ingrained with gendered ideologies and beliefs from societal pressures and norms.

A Scale Development and Validation for Measuring Off-season Fan Engagement

Han Soo Kim, Texas A&M University

Minjung Kim, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 20

Consumer Behavior

Saturday, June 4, 2022, 11:40 AM - 12:00 PM

Recent technology innovations have allowed sport organizations to keep in touch with fans through various channels throughout the year. To maximize team revenues, sponsorship interest, and media attractiveness, it is imperative to generate and retain fan engagement (Cortsen, 2017). While fans consume sports differently depending on the season, the focus has been primarily on fan behavior during the in-season in the sport management literature. Thus, the purposes of this study are to develop a scale for measuring the concept of off-season fan engagement, investigate the reliability and validity of the proposed scale, and assess nomological validity by examining its antecedents and outcomes.

Measuring the level of fan engagement is essential in providing a complete picture of sport fan behavior. Yoshida et al. (2014) developed the fan engagement scale, which revolves around sport consumers' extra-role behaviors in non-transactional exchanges (e.g., helping team management, helping other fans, helping a sport team). Because the season segment reflects the uniqueness of sport fields and impacts fan behavior, it is impossible to illuminate the issue of how fans can be encouraged to persistently engage with sport organizations without considering the season-distinction approach. Thus, this research focused on comprehending off-season fan engagement on the basis of the customer engagement scale (Vivek et al., 2014) consisting of conscious focus, social interaction, and active participation.

In study 1, a scale of off-season fan engagement was developed through a multi-stage methodology that combines online focus group (n = 28), online expert survey (n = 10), and confirmatory factor analysis (n = 244). As a result, a 12-item off-season fan engagement scale consisting of three constructs (i.e., conscious focus, social interaction, active participation) was developed. In study 2, the relationships among antecedents (i.e., content value, source credibility, attitude) and outcomes (i.e., intention to attend games, intention to consume sports media) of off-season fan engagement were examined using a structural equation modeling approach to test the nomological validity (n = 490). The measurement model showed an acceptable model fit ($S-B \chi^2(df) = 1696.713 (815)$, $p < .001$, CFI = .93, TLI = .93, RMSEA = .05), and all values regarding average variance extracted and composite reliability were above the threshold. The results of the hypothesized model ($S-B \chi^2(df) = 1921.528 (576)$, $p < .001$, CFI = .90, TLI = .90, RMSEA = .06) indicated that the nomological validity of off-season fan engagement was confirmed.

The current study has a number of important implications for academia and practitioners. First, this study created a more targeted questionnaire for off-season fan engagement by classifying three constructs. By adding new items and changing some of those found in a general consumer engagement questionnaire to adapt them to sport fan-oriented items, this study provides a more concrete instrument for scholars in the field of sport management. Furthermore, the findings are expected to help practitioners in sport organizations have a new perspective of fan management through insight into off-season fan engagement.

Major-to-Occupation Patterns: A Longitudinal Analysis of a Division I Athletics Program

Tarale Murry, University of Michigan

Joseph Cooper, University of Massachusetts Boston ADVISOR

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 2

Other

Saturday, June 4, 2022, 11:40 AM - 12:00 PM

College athletic administrators and staff are integral to the National Collegiate Athletic Association's (NCAA) mission. The NCAA states the ultimate academic goal for college athletes is graduation (Mission and Priorities, n.d.); however, despite increasing graduation rates among college teams (Hosick, 2020), academic clustering - via area of study, academic major, and specific courses based on time and/or instructor - poses a potential issue for the NCAA. One significant concern is that academic clustering occurs primarily to maintain college athletes' eligibility rather than to enhance their educational experience and career outcomes (Case et al., 2017).

According to Case, Greer, and Brown (1987) academic clustering - where 25% or more players from one sports team pursue the same major - occurred at different rates based on race, gender, and sport. Since then, research has explored academic clustering among women's and men's basketball (Goodson, 2015; Paule-Koba, 2015), and football (Houston & Baber, 2017; Otto, 2012; Schneider et al., 2010) which field a large proportion of Black college athletes. Notably, scholars discovered academic clustering at higher rates for minority football players (Fountain & Finley, 2009, 2011). Research acknowledges agentic (e.g., personal passion) and non-agentic (e.g., eligibility) explanations for academic clustering (Navarro, 2014), however, I contend that occupation and earnings analyzes will contribute to a more comprehensive evaluation of academic clustering. This information will determine whether, and to what extent, academic clustering impacts college athletes' employment and financial well-being. Furthermore, it extends Paula-Kobe's (2019) study on academic clustering and college athletes' career plans which I argue are critical elements of college athlete success directly tied to the NCAA's priorities: academics, fairness, and well-being.

The purpose of this study is to explore the relationship between former college athletes' occupations and their race, gender, sport, and academic major. Specifically, this study seeks to capture the distribution of former Division I college athletes' academic majors and post-graduation occupations and to identify any relationships between academic majors and post-graduation occupations. Given the exploratory nature of this project, I propose the following research questions: 1) what is the distribution of academic majors amongst former college athletes? 2) What is the distribution of post-college occupations and median earnings for former college athletes? 3) Is there a relationship between college athletes' academic majors, occupations, and median earnings? To collect data, I will gather roster and academic major information for each sport from online athletic roster pages and media guides. Then, I will obtain former college athletes' occupations from LinkedIn using a Business Premium account. Finally, I will consult the Bureau of Labor Statistics' Occupational Outlook Handbook to match median earnings, the number of new jobs, and project growth rate with the occupations listed on LinkedIn. To analyze the data, I will include descriptive statistics and perform multinomial logistic regressions to determine probabilities of occupations based on race, gender, sport, and academic major. This study will elucidate the occupational outcomes associated with college athletes' academic majors which can inform college athletic administrators and policymakers' data-driven decisions to enhance college athletes' overall experience and well-being.

Determinants of Candidates to Replace National Football League Head Coaches

Jeremy Foreman, University of Louisiana at Lafayette

20-minute oral presentation (including questions)

Management
Management 20

Strategic Management
Saturday, June 4, 2022, 11:40 AM - 12:00 PM

Head coach dismissals are important events to organizations, leagues, fans, and scholars, and have, therefore, garnered much scholarly attention (Salaga & Juravich, 2020; Wangrow et al., 2018). One theorized determinant of these dismissals is the availability of qualified candidates to replace the head coach (Foreman & Soebbing, 2015; Wangrow et al., 2018). However, evidence of a relationship between the availability of qualified head coach candidates and head coach dismissals is lacking. There are several reasons that a significant relationship may not have been found in prior studies of head coach dismissals. Prior studies used proxies of available candidates rather than actual available candidates or identifying determinants of candidates. Proxies for replacement head coaches may also be correlated with factors unrelated to qualified replacements. Moreover, while several studies examined determinants of promotions to head coach (Braddock et al., 2012; Day, 2015; Solow et al., 2011), there may be a disconnect between those perceived to be qualified head coach candidates and head coaches whom are actually hired (e.g., Fox, 2015). Therefore, the purpose of this proposed research is to identify determinants of actual candidates who were interviewed for National Football League (NFL) head coach positions.

Due to the wide variety of paths to head coach (e.g., from college head coach, NFL position coach, NFL offensive/defensive coordinator), and each of these paths are likely to be evaluated using different criteria, this proposed research focuses on the most common path to head coach: from the NFL offensive/defensive coordinator position. By limiting the scope of the analysis to offensive/defensive coordinator, many position coaches, college head coaches, former NFL head coaches, and other coaches who took more rare paths to NFL head coach positions and would likely not be considered for these positions would also not be considered in this analysis. Thus, all offensive and defensive coordinators actively coaching within the span of 2001 through 2020 will be included in the analysis. Regressions will be estimated using dependent variables that (a) indicate whether a coordinator was interviewed for a head coach position (dummy), (b) identify the amount of interviews a coordinator received, and (c) indicate whether a coordinator became a head coach (dummy). The independent variables will include demographic variables (e.g., age, race, playing experience), performance variables (e.g., recent and career individual and team success), coaching experience variables (e.g., teams coached, years coached, positions coached), and environmental factors (e.g., Rooney Rule, head coach turnover).

The results of this proposed research could be beneficial for coaches, teams, leagues, and scholars. Generally, the results could be used to identify (a) qualified candidates for head coaches and head coach dismissal studies; (b) where the most sought after coaches take positions (e.g., in glass cliff studies); or (c) qualified coaches who get interviews, but not head coach positions (e.g., Fox, 2015). Therefore, scholar, leagues, and coaches can take appropriate action in remedying these potential discrepancies. Additionally, coaches can benefit by understanding pathways to head coach positions. Teams, leagues, and researchers can identify and work to reduce bias in decision making.

NCAA Division I Swimming Coaches Who Voluntary Exited the Profession

Kelsie Saxe, University of Tennessee, Knoxville

Lauren Beasley, University of Tennessee, Knoxville

Elizabeth Taylor, Temple University ADVISOR

Robin Hardin, University of Tennessee, Knoxville ADVISOR

20-minute oral presentation (including questions)

Management

Management 21

Human Resource Management

Saturday, June 4, 2022, 1:05 PM - 1:25 PM

Voluntary occupational turnover remains an important issue in collegiate sport, particularly with women (Darvin, 2020). The impact of voluntary turnover permeates the student-athlete experience and generates significant turnover costs for the athletic department (Shipherd et al., 2019). However, there are additional implications when coaches leave not only their institution but the profession of coaching altogether. This creates a shortage of coaches, particularly women, in the coaching pipeline for head coaching positions (Darvin, 2020). However, there is limited research regarding voluntary occupational turnover among collegiate coaches who exit the profession (Darvin, 2020), and there is a call for more research in this area (Choo & Lee, 2021).

This study explored the exit experiences of Division I swimming coaches using the transtheoretical stages of change model. This model is used to describe behavior change as a six-step process. The six-steps are pre-contemplation, contemplation, preparation, action, maintenance, and termination (Prochaska & Norcross, 2001). Semi-structured interviews were used to conduct an in-depth exploration into the first five stages of this process. The criteria for participation in the study included having most recently worked as a Division I swimming coach, left the position in the past five years, and transitioned into a career outside of swim coaching. There were 11 participants in the study, of which seven identified as female and four identified as male. Each interview was conducted via video conferencing and lasted for approximately an hour. The interviews were then transcribed verbatim and member-checking was used to ensure accuracy. Braun & Clark's (2006) six-step thematic analysis was used to guide the data analysis. This process included familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining the themes, and producing the report. Triangulation within the research team was used to ensure validity and reliability within the findings (Tracy, 2019).

The initial findings elicited five themes: disconnected, all-in, mounting frustration, identity transformation, and the exit. The findings extend the stages-of-change model to include a tipping point between contemplation and preparation. The tipping point depicts a specific moment or experience that swayed participants from contemplating their departure to knowing they needed to leave and preparing for their exit. Additionally, the findings extend the literature on voluntary occupational turnover among collegiate coaches (Darvin, 2020). These findings provide a depth of understanding regarding the experiences that drive swimming coaches to leave the profession and have important implications for head coaches and administrators. Head coaches and administrators need to have greater awareness of the compensation to time demand imbalance within the profession. Preventing highly qualified coaches from leaving the organization and ultimately the profession are critical to maintaining organizational efficiency and the coaching pipeline within the sport.

A double-edged sword: An empirical analysis of Video Assistant Referee (VAR) on viewer experience

Ryan Chen, Florida State University

Yang Xu, Florida State University

James Du, Florida State University ADVISOR

Joshua Newman, Florida State University ADVISOR

Jeffrey James, Florida State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 21

Consumer Behavior

Saturday, June 4, 2022, 1:05 PM - 1:25 PM

Since its introduction to the game of soccer, Video Assistant Referee (VAR) has become an emerging yet controversial element of soccer game at the elite level. Imposing a profound impact on various participants of a soccer game, including players, referees, managers, and spectators, VAR has changed the experience of elite soccer (Kim et al, 2021; Spitz et al, 2021; Carlos et al, 2019; Chen & Davidson, 2021). On the one hand, VAR might do a better job in safeguarding the integrity of the game by allowing referees to verify controversial decisions that would have been ignored or overlooked if VAR were not in place. On the other hand, the implementation of VAR might reduce the uncertainty and drama of outcome inherently embedded in sports fabric which might be associated with a decline in spectating motive and the resulting sense of joy. Hence, the primary purpose of this study is to empirically examine the effect of in-game VAR presence on television soccer viewers' enjoyment. This leads to our first research question (RQ):

RQ1: Will VAR presence significantly improve or deteriorate viewer enjoyment of a soccer game?

According to the disposition theory of sport spectatorship, the impact of game content factors on viewer enjoyment is dependent upon the viewer's predisposed emotional affiliation towards a team (Raney, 2012). The strength of such an affiliation is best represented by the extent to which the viewer identifies with a team (Wann & Branscombe, 1993). Although VAR has been argued to be capable of improving general competition fairness (Kim et al., 2021), viewers might be upset by any VAR-based judgment that negatively affects a team that is supported by them, and thusly, lowering their enjoyment of a game. Conversely, VAR could also enhance enjoyment if it acts in favor of viewers' affiliated team. Hence, in the second research question, we intend to examine whether the effect of VAR on viewer enjoyment is contingent upon viewer's team identification.

RQ2: Will the level of team identification moderate the effect of in-game VAR presence on viewer enjoyment?

A randomized between-subject experiment featuring a video clip of a professional soccer game will be administered via Prolific. Media consumption of major soccer events (e.g., Big Five Euro Leagues) within the past 12 months (yes/no) will be used as the inclusion criteria for participant recruitment. Participants will be randomly assigned to watch either the clip featuring VAR presence, or the edited clip of the same game segment without VAR presence. Next, their team identification will be assessed using Sport Spectator Identification Scale-Revised (James et al., 2019). Viewer enjoyment will be measured using a 7-item sport viewer enjoyment scale (Peterson & Raney, 2008). The RQs will be probed using PROCESS macro in SPSS.

Through this study, we seek to articulate the causal influence of VAR on viewer enjoyment and the boundary condition (i.e., team identification) under which such influence varies. Our findings are expected to enrich the understanding of whether and how officiating technology can improve mediated sport experience.

**Community-Campus Partnership:
A critical organizational analysis from the perspective of leadership team members**

Sandeep Dutta, University of Connecticut
Jaime Morales, University of Connecticut
Kolin Ebron, University of Connecticut
Justin Evanovich, University of Connecticut
Jennifer McGarry, University of Connecticut ADVISOR
Danielle DeRosa, University of Connecticut
Patricia Bellamy-Mathis, University of Connecticut

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 3

Experiential/Service

Saturday, June 4, 2022, 1:05 PM - 1:25 PM

Since 2003, Husky Sport has operated as a community-campus partnership (Parent & Harvey, 2009; Bruening, Fuller, & Percy, 2015) focusing on sport, physical activity, and nutrition education. Striving to align with community-campus research emphasizing the importance of building and sustaining individual and institutional level relationships, while also in continuous examination of interpersonal dynamics, equitable practices, and power distribution within the partnership (Bringle & Hatcher, 2002), for almost 20 years Husky Sport has worked alongside students, families, educators, and staff connected with local public schools and out-of-school-time agencies in one neighborhood. While it is critical to celebrate the many strengths and talents of the people learning, living, leading, and loving within this neighborhood, it is also important to acknowledge the structural oppression that continues to impact this powerful community.

From the campus side, Husky Sport faculty, staff, and graduate assistants facilitate all community and campus partnerships and lead all community-based programs. Paid interns and college students enrolled in sport-based youth development courses assist with community engagement activities (Perkins & Noam, 2007; Bruening, Dover, & Clark, 2009). In considering how to best prepare college students for strong and meaningful community engagement, we will conduct an internal, semi-structured examination of Husky Sport and the associated sport-based youth development courses from the perspectives of long-time organizational leaders and course instructors (n = 8). While such a review is clearly not exhaustive and will not include voices of important stakeholders, this project presents a unique opportunity to reflect, critically examine, and share the identified successes and failures of Husky Sport from the perspective of its leaders with a combined 87 years as part of the organization.

Specific areas of examination will include power dynamics among individuals and organizational partnerships in the neighborhood and on campus; recruiting, supporting, and promoting personnel holistically, socially, and professionally; intentional organizational practices specific to curriculum planning, program delivery, and evaluation; and experiences across identities and positionalities. Insights and practices unpacked during the presentation will serve as contributions to the field of sport management related directly to sport-based youth development, service-learning, community engagement, and organizational leadership.

The role of Athlete Agents in the context of Name, Image and Likeness Activities

Adriana Sekulovic, California Lutheran University

20-minute oral presentation (including questions)

Governance/Policy

Governance/Policy 4

Other

Saturday, June 4, 2022, 1:05 PM - 1:25 PM

A complex relationship between sport actors, the media, public relations (PR) activities, sports markets, and various audiences of sport has emerged as the result of the substantial growth of the sports industry and the heterogeneity of revenue-generating mechanisms in professional sport.

Crucial to the economic and commercial valorization of sport is the establishment of the 'sport celebrity' as a fully-fledged product. Branding and communication strategies act as catalysts in the expansion of the art of athletes' marketing and image promotion (Summers & Morgan, 2008) by developing, maintaining, or destroying a lucrative athlete image while building and sustaining reciprocally profitable relationships with principal actors and audiences (Hopwood, 2007). The NCAA has long argued that allowing student-athletes to cash in their Name Image, and likeness (NIL) would annihilate the emblematic amateur nature of college sports, jeopardizing the core ideals of intercollegiate sport.

Although previous studies explored the perceptions and expectations different sport audiences have about the pertinence of student-athletes image valorization, with the prospect of the anticipated NCAA's ratification of Name, Image and Likeness Legislation, no previous research focused exclusively on the role the sport agent is expected to play under the NIL rules. Sport agent performs multiple professional tasks (Sekulovic, 2013) among which the essential task of athlete's brand management. The current study aimed to investigate the role of sport agents in the context of NIL legislation. The research question that guided the inquiry was: What are the various roles and tasks that the sport agent is likely to endorse within the framework of NIL activities?

Namely, the study focused on the participants' accounts and experiences of the influence of sport agents, the various aspects of that influence, and the specific conditions and situations in which they intervene.

The study used a mixed-methods approach. The data were collected from a semistructured questionnaire (N= 85), followed by qualitative ethnographic semistructured focus group interviews with twelve (N=12) participants and eleven in-depth semistructured interviews (N=11). Questionnaire survey data were analyzed using SPSS software. Interviews were recorded and transcribed to generate thematic analysis using open, axial, and selective coding procedures.

The sample was comprised of a) student-athletes, b) professional athletes, c) athlete agents d) professional teams, leagues, and sport governing bodies' representatives, and e) endorsement providers. An inductive analysis of the data revealed that all participants were aware of the active involvement of athlete agents in the NIL revenue generation processes. In particular, eight facets of the agent's role were identified: a) athlete spokesperson, b) athlete legal representative c) business spokesperson, d) athlete image manager, e) athlete advocate, f) sport whistleblower, g) mediator, and h) crisis handler.

The findings of this study provide conceptual insights into the roles and tasks enacted by the sport agent and the ways in which these will extend into the NIL era. Other implications, namely, sport-specific and gender endorsement pay disparities as well as the issue of conflicts of professional interest were identified and will be discussed along with study limitations and orientations for future research.

Diversity and Inclusion in Youth Sport: Organizational Practices and Their Impact

Cassandra Coble, Indiana University
Hope Grame-Zeller, Independent Scholar

20-minute oral presentation (including questions)
Socio-Cultural
Socio-cultural 11

Diversity
Saturday, June 4, 2022, 1:05 PM - 1:25 PM

Inclusive communities have been examined within sport, with an inclusive organizational culture and presence of “champions” acting as foundational to inclusion efforts (e.g., Melton & Cunningham, 2014; Trussell, 2020). Within youth sport, social change may be achieved through organizational efforts related to inclusion (Trussell et al., 2018), highlighting the importance of administrators in creating change. This study will explore organizational efforts to promote diversity and inclusion within a youth sport program in order to address the following research questions:

1. How are diversity and inclusion defined within youth sport organizations?
2. What diversity and inclusion practices are used in youth sport organizations?

The Theory of Generative Interactions will be used as a foundation for exploring organizational diversity and inclusion efforts in a youth sport program. This theory suggests that certain organizational practices foster generative interactions, or the diverse interactions and social connections that facilitate equity, that mitigate factors that hamper diversity and inclusion (Bernstein et al., 2020). At the organizational level, structured generative interaction practices that support a path to inclusion include (p. 403):

1. A shared organizational purpose perceived by members as other than diversity;
2. Mixing repeatedly using intentional community building activities;
3. Repeating interaction opportunities;
4. Equal status in decision making;
5. Collaborative with member independence;
6. Feeling interpersonal comfort and self-efficacy.

In order to ascertain diversity and inclusion efforts, a case study approach will be used focusing on a youth recreational and competitive soccer club. This club was chosen as leaders have expressed a desire to increase diversity within their program and currently engage in efforts to enhance diversity.

Due to the exploratory nature of this study, a qualitative approach is being used (Shaw & Hoerber, 2016) in which leadership, including club administrators, staff, and board members, will be interviewed after the Fall season concerning diversity and inclusion efforts within the program. Specifically, questions will explore the leaders’ understanding of diversity and inclusion and the practices used within their club. Additionally, the six dimensions of the Theory of Generative Interactions (Bernstein et al., 2020) will be used to understand the diversity and inclusion efforts within the club. Observations are occurring at administrative meetings and document analysis is being conducted focusing on the club website, social media and relevant documents provided by the club related to diversity efforts (Patton, 2002). Data will be analyzed using a phenomenological approach (Creswell, 2007), with two researchers familiar with the study conducting the analysis.

Results are expected to show the efforts made to increase diversity in the organization focus on gender but may not address a broader definition of diversity and that efforts and practices to enhance inclusion in the program address surface-level issues. This work will further our understanding of practices employed by youth sport organizations to address diversity and inclusion. As an integral aspect of development of inclusive environments (Trussell et al., 2018), understanding how youth sport programs are addressing inequities will advance the conversation and effective actions around this topic.

Modeling the Impacts of Travel and Game Schedule on Team Performance: The case of the National Basketball Association

Jerred Wang, Miami University

20-minute oral presentation – *virtual* (including questions)

Finance/Economics

Finance/Economics 3

Analytics

Saturday, June 4, 2022, 1:05 PM - 1:25 PM

With the continuous growth of sports betting market, improving game prediction links to enormous economic benefits. The closing point spread, an estimation by the sportsbook that incorporates valuable market information, has been widely used to represent a team's game prospect; however, its inefficiency was also noted in the literature (e.g., Bennett, 2019; Golec & Tamarkin, 1991), as well as the current project (approximately 25% of actual spread variance explained by the closing spread in the NBA). Built upon the circadian rhythm principles and the conservation of resources theory, this study investigated the impacts of travel and game schedule on team performance, an area that has been noted by the literature but is still largely underdeveloped.

As indicated by the circadian rhythm principles and the jetlag athletic performance hypothesis, game-related travels especially those with long-distance and across different time zones negatively affect athletic performance (Youngstedt & O'Connor, 1999). Meanwhile, the conservation of resources theory delineates that individuals tend to secure and retain resources in the labor market. With the scarcity (or the potential of scarcity) of available resources, such as athletic capacity impacted by travel and game fatigue, individuals will experience stress and performance decline (Hobfoll, 1989). Though previous studies in this stream have pointed out the adverse impacts of travel and game fatigue on team performance (e.g., Borghesi, 2007; Coleman, 2017; Nichols, 2014), the insufficiency of research framework, measurements, to algorithms warrants further investigations.

The NBA travel data and team statistics from 2014-15 to 2018-19 regular seasons with a total of 12,300 observational units were analyzed. This study excluded 2019-20 and 2020-21 seasons due to the impacts of COVID-19 on game schedule and arena setup. Given the nested nature of longitudinal data, a series of multi-level models were performed with the same predictor variables (including travel distance, eastward/westward across time zones, rest days, game time in a day, closing spreading, and relevant interactions) and different outcome variables (including total score difference, quarterly score differences, offense efficiency, defense efficiency, and pace).

Results showed that the adverse effects of travel and game schedule on team performance were more salient for spread-favored visiting teams (SFVTs) than spread-unfavored visiting teams (SUVTs). Specifically, for SUVTs, adverse impacts did not emerge until the fourth quarter; however, for SFVTs, these impacts occurred early in the second and third quarters with weaker strength and exerted negligible influences in the fourth quarter. Compared with defense efficiency, offense efficiency was more negatively impacted by travel and game schedule variables, especially for SUVTs. In addition, the influences of travel and game schedule on game pace were very limited. Those differences in SFVTs and SUVTs could be attributed to team mentality and the inefficiency of closing point spread. Detailed results and interpretations will be provided at the conference.

The findings of this study shed light on understanding the environmental antecedents of team performance, provide references for the game strategies of coaches and players, and offer useful information for fans who involve in sports betting and fantasy sports.

Diverse Hiring Committees in Collegiate Athletics: Effective Practice or Performative Exercise?

Jeffrey D. MacCharles, Michigan State University
Alysha Matthews, Michigan State University

20-minute oral presentation (including questions)
Management
Management 21

Diversity
Saturday, June 4, 2022, 1:05 PM - 1:25 PM

In recent years, sport organizations have taken active steps to improve their diversity (Cunningham, 2015; Moran, 2020). However, the reaction of many sport organizations to recent events surrounding the battle for racial and gender equality have illuminated the challenges that the sport industry still faces as a result of their historical lack of diverse perspectives around decision making tables. Collegiate athletics has traditionally been one of the worst offenders, most recently scoring a C+ on the Racial and Gender Report Card published by The Institute for Diversity and Ethics in Sport (Lapchick, 2020). One of the recommendations that has been given for helping to improve diversity in organizations is to increase the diversity on hiring committees (Stewart & Valian, 2018; Kazmi et al., 2021). The NCAA itself recommends in its Best Hiring Practices document that gender and racial diversity on search committees should be prioritized. However, it is unclear if collegiate athletic departments are heeding this advice, and if so, we are not sure how members of these diverse hiring committees feel about their experiences serving on such committees. Therefore, the purpose of this study is to investigate the hiring committee process in collegiate athletics and to understand the individual experiences of hiring committee members.

This study draws from the literature related to group diversity, including compositional diversity (Tsui & Gutek, 1999) and tokenism (Kanter, 1977; Sensoy & DiAngelo, 2017). We also draw from the social categorization framework (Tajfel & Turner, 1979; Turner et al., 1987) in order to understand how the various social identities of the committee members influence their experiences on hiring committees. The following research questions will guide our exploration:

- RQ1: How are search committees assembled and prepared to perform their roles in NCAA Division I collegiate athletic departments?
- RQ2: What are the perceptions of the search committee process and experience by committee members?
- RQ3: How do the experiences of hiring committee members from traditionally marginalized social identity groups in sport (e.g., women, racial minorities, sexual minorities) compare to those typically seen to be in the majority.

To answer these questions, we will undertake a qualitative inquiry within two NCAA Division I athletic departments. In the first phase, we will conduct focus groups with leaders in each department to understand their hiring processes in more detail. In the second phase, we will conduct semi-structured interviews with athletic department staff members who have previously been members of hiring committees to understand their experiences, and in particular, their impressions of how diversity, equity and inclusion are handled by hiring committees. Data collection will commence in November and will be completed by December or January.

Theoretically, this study contributes to the literature by unpacking the complexities of the hiring process - an under-researched area in both human resources and sport management - and seeking to understand the effectiveness of diverse hiring committees. Practically, this study may inform and improve the hiring process in collegiate sport so that it can be more equitable and inclusive for both candidates and hiring committee members.

Archival Research: An Outline of Theoretical and Practical Approaches for Sport Management Scholars

Tiffany Demiris, Louisiana State University

Chad Seifried, Louisiana State University ADVISOR

20-minute oral presentation (including questions)

Method

Method 1

Other

Saturday, June 4, 2022, 1:30 PM - 1:50 PM

The purpose of this study serves to provide information on the archival research process and to recognize it as a viable complementary research alternative to other, more widely used scholarly approaches (i.e., quantitative and qualitative). L'Eplanttner (2009) noted a lack of identifiable literature on practical training in archival research methods. Furthermore, within sport management, archival research is not generally taught in academic coursework not found in most textbooks.

Archives are generally described as a physical location dedicated to the holding of special collections, artifacts, and documents from or on specific people, events, organizations, and communities (Lipartito, 2014). Many organizations, including sport-based firms, events, entrepreneurs, and products develop and possess substantial public and private records that we, as an academic field, can review to advance knowledge, not only of the past but to help understand current and future sport business practices and decisions (Seifried, 2017). Lastly, archival research has been shown to be useful in the development of organization and institutional theory (Lipartito, 2014; Yates, 2014).

Decker (2013) highlighted that many scholars outside the historical research community seek guidance on searching and working within archives. To support the purpose of our presentation, we plan to provide steps (i.e., from beginning search to analysis and reporting) we employed in our archival research experiences and offer a detailed explanation regarding the various popular analytical approaches (i.e., historiographic, ecological, new archivalist) and methods (i.e., read vs. measure, descending vs. ascending, object vs. relations) of archival research. Within, we highlight problems regarding access and interpretation. Moreover, we discuss the importance of the epistemological position of the researcher (i.e., positivist and postpositivist) as potential bias that can impact resource selection and examination. Further, we showcase how archives may bias conclusions by what information is offered/saved (i.e., reflection of the interests or peculiarities of their donors and/or organizations who selectively organize archives for self-promotion).

Next, we present information on primary and secondary sources, and not only distinguish between the two, but also discuss the need for them to be complementary sources and how to work with archivists and their resources (i.e., finding aids and catalogues) to identify and gather information. Primary sources, for instance, typically include organizational memorandums, letters of correspondence, financial/accounting records, photographs, and speeches or recordings of oral testimonies. Secondary sources include books, journal articles, and newspapers. Discussion on how to triangulate and complete a source criticism (i.e., validity and reliability testing) for both primary and secondary sources emanating from archives will also be presented.

Finally, we offer potential information on how and why archives can be viewed as complementary to the aforementioned research approaches. Within this part of the presentation, we provide perspective on improving general representativeness, enhancing data collection, and acknowledging the impact of context as important discussion points. Overall, our main goal is to not only explain what archival research is but to encourage more use of this method by sport management scholars because of the many benefits and perspectives it can provide to help organizational theory and best practices.

A view from the top: Managerial perceptions of expected benefits from the implementation of environmental practices

Niccolò Todaro, Sant'Anna School of Advanced Studies

Brian P. McCullough, Texas A&M University

Tibero Daddi, Sant'Anna School of Advanced Studies

20-minute oral presentation (including questions)

Management

Management 21

Corporate Social Responsibility

Saturday, June 4, 2022, 1:30 PM - 1:50 PM

Sport organizations are more readily adopting environmental practices (McCullough et al., 2016, 2020; Todaro et al., 2021). Furthermore, these practices are becoming more sophisticated to include fan engagement campaigns (Casper et al., 2021), sponsors (Trail & McCullough, 2020), and strategies to address climate risks (Kellison & Orr, 2021; Orr & Inoue, 2018). The advancement of select individual organizations is also reflected in their collective efforts to forward practitioner organizations (e.g., Green Sports Alliance, Sport and Sustainability Initiative) and governing body programs (e.g., UN Sport for Climate Action Framework). These programs are quite successful in engaging the premier sport organizations in the sport's environmental movement.

Previously McCullough and Cunningham (2010) conceptualized the pressures that would encourage sport organizations to engage in environmental practices, empirically supported (Babiak & Trendafilova, 2011; Todaro et al., 2021). McCullough and Cunningham also posit the potential benefits for sport organizations engaging in environmental initiatives (i.e., internal management, environmental performance, goodwill, financial), supported by Casper and colleagues' (2012) assessment of collegiate sport practitioners. Yet, as the sport environmental movement has advanced in other regions (e.g., Europe) and more sport organizations have engaged, at varying degrees, in these efforts, a focused study has been conducted to evaluate managerial perceptions of the expected benefits from the implementation of environmental practices. Thus, drawing on a survey of 122 managers of European professional football organizations (clubs and stadium owners) carried out between September and December 2019, this study aims to assess the perceived benefits resulting from the implementation of environmental governance and operational practices.

The study accounts for four typologies of benefits as dependent variables: namely (i) internal management benefits, such as operational efficiency and risk management capabilities; (ii) environmental benefits, such as mitigating environmental impacts, preserving natural resources, and preventing pollution; (iii) reputation and goodwill, such as improving brand reputation in the eyes of stakeholders and local communities; (iv) business and financial benefits, which include sustainability-focused sponsorship contracts and business partnerships (McCullough & Cunningham, 2010). Concerning environmental practices, the study focuses on two constructs as independent variables: (i) environmental governance practices, which denote self-regulatory procedures and management systems for assessing and monitoring environmental performance, (ii) environmental, operational practices, which are facility or event management practices aimed at reducing the environmental impacts of sport events on-field, such as waste, water and energy consumption, and climate-altering emissions (Daddi et al., 2021).

The results of two multiple regression models highlight positive and significant relations between the adoption of environmental practices - irrespective of the focus on governance or operational aspects - and all typologies of expected benefits examined. Thus, besides confirming the increasingly positive expectations about the environmental management of football organizations, the study contributes shedding light on sport managers' framings of environmental sustainability, which appear to pair environmental improvement with the opportunity to foster organizational legitimacy, managerial capabilities, and competitive advantage.

The study results provide relevant implications for stimulating the uptake of environmental management practices among the sport sector and valuable directions for future research on sport sustainability which will be discussed during the presentation.

Determinants of Subscription Renewal Behavior in Sport Spectatorship Services: A CHAID Decision Tree Modeling Approach

Yonghwan Chang, University of Florida
Clinton Warren, University of Minnesota
Matthew Katz, University of Massachusetts

20-minute oral presentation (including questions)
Marketing
Marketing 21

Consumer Behavior
Saturday, June 4, 2022, 1:30 PM - 1:50 PM

Subscription-based business model has been increasingly popular in the context of spectator sports given that season ticket sales have been a major revenue source for many sport venues (Evans, 2019). In response to the increasing popularity of subscription services in contemporary sports business, scholars have attempted to identify key determinants of subscribers' renewal behavior. In contexts ranging from the Australian football league (McDonald, 2010) to US college football (Katz et al., 2020), scholars have identified myriad attitudinal factors that affect season ticket holder (STH) repurchase/churn. In an emerging line of inquiry, scholars have examined other aspects of STHs such as no-show behaviors (Karg et al., 2021; Schreyer et al., 2019). Most existing studies (e.g., McDonald et al., 2013), however, conceptualize STH as a homogenous group, often in contrast to non-STHs. In this study, we employ decision tree modeling to compare the prioritized determinants of two types of STHs based on seating options: Regular STHs (R-STHs) and Premium STHs (P-STHs). Grounded in the lens of luxury fever (Frank, 1999), we examine how the conventional market segments of luxury services have broadened to include a larger pool of sport consumers through a luxury continuum ranging from inaccessible to accessible luxuries.

Through a partnership with a Big 10 athletic department, we utilized a two-year dataset of STH behavioral data related to game-level attendance and the results of an annual survey that included perceptual and behavioral trajectories. Using actual renewal (in Year 2) as the dependent variable, our model was built on Year 1 data serving as the nominal variable of renewal behavior. Example determinants included individual-level characteristics such as account tenure, recent attendance, driving distance from the venue, and STH perceptions of ticket/service-related determinants including game outcome, affordability, exclusive benefits, in-game entertainment, and stadium atmosphere. We examined the data by utilizing the decision tree algorithm, a supervised learning algorithm family (Mitchell, 1997). We then utilized the Chi-squared Automatic Interaction Detector (CHAID) to examine all constructs in a single examination (Kass, 1980). A total of 8,896 observations were entered into the data analysis process, whereby we conducted separate analyses for R-STHs and P-STHs. With respect to R-STHs (vs. P-STHs), the resulting CHAID decision tree had a depth of 3 levels and 15 branches (vs. 13 branches) including eight terminal nodes (vs. seven terminal nodes). The results showed five significant determinants of renewal/churn for R-STHs (recent attendance, discounted tickets, affordability, exclusive benefits, and entertainment), with recent attendance the most prioritized in terms of increasing renewal estimations. For P-STHs, recent attendance and exclusive benefits were again influential determinants, but account tenure, game outcome, and business use were as well. Thus, there was overlap between R-STHs and P-STHs in recent attendance and exclusive benefits, but there were also unique determinants for each group. This study offers insights into the differential decision processes between R-STHs and P-STHs, and how managers might best utilize their resources to keep and expand their seat subscription markets.

A NASSM community examination of the 2020-2021 academic job market

Natalie L. Smith, East Tennessee State University

Joshua Lupinek, Montclair State University

J. Hunter Gray, East Tennessee State University

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 3

Career

Saturday, June 4, 2022, 1:30 PM - 1:50 PM

As academia emerges from a global pandemic, the employment opportunities for academic positions continue to be an important topic of conversation (Woolston, 2020). There is a 70% decline in some traditional academic disciplines such as the humanities and sciences (Langin, 2020), though at first glance the sport management faculty job market appears robust. However, further analysis is needed to understand the trends within the NASSM disciplines. Previous work in this area indicated the job market has increased in competition with the growth in Ph.D. programs (Geurin-Eagleman & McNary, 2014). To aid these programs and graduate students, a continued assessment of the market is needed (Smith et al., 2021) and continues the work of previous researchers (Geurin-Eagleman & McNary, 2014; Lubisco et al., 2019; Pedersen et al., 2007). As the NASSM community covers a broad swath of academic content (i.e. marketing, sociology, law, communications, management, administration, analytics, sales, etc.) an understanding of what faculty job postings are seeking will aid doctoral students in academic career pursuits, assist faculty professional development, and program curricular trends.

Methods

In line with Geurin-Eagleman and McNary (2014) from AY2010/11 and Lubisco et al. (2019) from AY2017/2019, this study conducted a content analysis of the AY2021/22 job advertisements. This research team collected job announcement data from HigherEdJobs.com, NASSM job blog, Indeed.com, and ChronicleVitalae.com. While Indeed.com is not an academic-specific job site, a small but substantial number of academic positions were only posted on that site. Search keywords used were sport management, sport business, and sport administration. Search chairs were contacted to gather missing database information. Data gathered include rank, tenure-track, industry experience, program housing, Carnegie Classification, public/private, UG/GRAD teaching, teaching load, topical areas, other duties/expectations, degree qualifications, and position announcement timing.

Results & Discussion

In AY2020/21 there were 153 sport management positions available, a small increase from AY2017/2019 (Lubisco et al., 2019). Of the open AY2020/21 positions, 41.8% were at the Assistant Professor level, with the next most sought after at the Associate level (22.2%). Despite declining trends in academia, 70% of jobs were tenure-track. 24.8% were at R1 institutions, closely followed by M1 institutions. Law and marketing/sales were the most sought after topical teaching areas. 37.3% of the faculty position announcements were housed in business schools. 56.9% of job announcements required or recommended industry experience. The average annual teaching load was 21cr hours. Positions were announced most frequently in December (19.6%), with October the 2nd most popular month (12.4%), and the rest relatively equally distributed. Descriptive statistics will be reported in their entirety for the presentation. Future research will be discussed through preliminary comparison between AY2020/21 AY and 2021/22 AY postings to date. The results suggested a strong market for the AY2020/21 academic year and a substantial growth over the previous literature AY2010/22 literature. This study can be a useful decision-making resource for current Ph.D. students through career track marketability alignment with topical teaching pursuits. Limitations and other potential implications will be discussed.

Exploring Sport Participants' Physical Activity Resiliency During the COVID-19 Pandemic

Lance Warwick, University of Illinois Urbana-Champaign
Norm O'Reilly, University of Maine ADVISOR

20-minute oral presentation (including questions)
Socio-Cultural
Socio-cultural 11

Other
Saturday, June 4, 2022, 1:30 PM - 1:50 PM

Research into physical activity (PA) behaviours of individuals during the COVID-19 pandemic is ongoing and extensive. A systematic review conducted by Stockwell et al. (2021) found most studies indicated that PA decreased in locations utilizing “lockdown” public health measures. Despite knowing that sport contributes to health and quality of life (Eime et al., 2010), there is little research investigating sport participants and the pandemic. Schnitzer et al. (2020) investigated how sport participation changed during the pandemic, finding sport participation fell but that participants substituted other forms of PA. This research seeks to understand the impact of the pandemic on sport participants regarding their PA. To do this, a large data set from a PA tracking app is utilized. This research applies the micro/macro level determinants of sport participation (Wicker et al., 2012) and the concept of Sport Capital (Rowe, 2015) to frame the results.

A multi-method design was implemented in collaboration with the Canadian PA promotion organization ParticipACTION. ParticipACTION publishes the ParticipACTION App (“the App”) that allows users to track participation in PA either manually or through smart devices. ParticipACTION also conducted a survey of users during the pandemic to determine the impact of the pandemic on barriers to sport including time for sport, affordability of sport and access to sport. Two time periods of data were pulled from the App: March-May of 2019 and March-May of 2020, aligning with the most significant pandemic restrictions in Canada. Intensive data cleaning was conducted with only users with full data in both periods being retained (n=5,741). The survey data (n = 3,568) contained questions utilizing Likert scale responses to questions on affordability, time availability and access to sport along with questions related to sporting capital. Both data sources were analyzed using a set of uni-variate and multivariate techniques including t-tests and regressions.

Results show that sport participants significantly reduced their sport participation during the pandemic when compared to 2019. Participants in sports which require indoor facilities or close physical contact (team sport) were especially impacted. Overall physical activity among sport participants did not fall, suggesting that sport participants exhibited resiliency in their physical activity. Like results shown by Schnitzer et al. (2020), physical activity by non-sport participants increased during the pandemic, suggesting that barriers more significantly impact non-participants. Survey results suggested that both time and money were not significant factors impeding sport participation and that participants retained a high level of sporting capital, supporting the idea of resiliency. This research provides many avenues for future research, including the impact of social policies on the return to sport (income replacement, rent freezes), and resiliency (which is beginning to receive more scholarly attention (See Kaya et al., 2021; Patelia et al., 2020)). It supports Rowe’s (2014) conceptualization of Sport Capital and integrates it within the micro/macro level determinants of sport participation (Wicker et al., 2012). Practitioners should look to promote physical activity resiliency as a key benefit of sport programs when discussing sport as a health promotion tool.

**Disrupting the status quo or supporting the structure:
Examining potential inequities that may arise from the NCAA interim NIL Policy**

Gregory Hobbs, University of Connecticut
Shelby Masse, University of Connecticut
Laura Burton, University of Connecticut ADVISOR
Kiah DeVona, University of Connecticut

20-minute oral presentation (including questions)
Governance/Policy
Governance/Policy 4

Policy
Saturday, June 4, 2022, 1:30 PM - 1:50 PM

In response to the public and political outcry favoring student-athlete rights, in June 2021, the NCAA passed an interim Name, Image and Likeness (NIL) policy permitting student-athletes to profit from their own name, image and likeness. In a statement, the NCAA noted that the Association “is committed to ensuring that its rules, and its enforcement of those rules, protect and enhance student-athlete well-being and maintain national standards for recruiting” (NCAA.org).

Although the NCAA passed the interim policy with the intention of serving the best interest of all student-athletes, the policy may result in unintended consequences that disadvantage specific groups of student-athletes. According to Hylton (2020), “sport is often thought of as meritocratic and apolitical, removed from everyday concerns of inequality, power, and discrimination” (p. 227). The interim policy, thus far, has evoked a series of mixed responses within the sport management field, many addressing that meritocracy allows privilege and power to ignore race, class and gender in its attempts to influence equity and access (Gayles, Comeaux, Ofoegbu, & Grummert, 2018). Sorbe, Custis, and Weinandt (2021) found despite mandates for collegiate athletic departments to be in compliance with Title IX regulations, participation in college athletics did not ensure equal treatment of equal access to resources, and that Title IX compliance policy “reinforces existing gender inequities by funneling more resources to revenue generating men’s sports to support the others” (p. 20).

The nature of systemic oppression does not require active participation in order to be perpetuated and maintained (Hylton, 2020) and according to Gayles et al. (2018), a limited number of scholars have examined the oppressive structures that exist in intercollegiate athletics. Therefore, we aim to identify and assess potential inequities that may be sustained as a result of the NCAA interim Name, Image and Likeness policy. The purpose of the paper is to examine how the NCAA’s Interim Name, Image and Likeness policy potentially reinforces the gender, race/ethnicity and class inequities that are pervasive in collegiate athletics.

Following a qualitative research design, we will collect and examine the NCAA interim NIL policy, and individual state legislations related to name, image and likeness. Using interest convergence (Bell, 1980) as a framework to guide the analysis, we plan to examine the policies, in depth, for discrepancies related to equity. We will use content analysis to identify inconsistencies across 7 states that include institutions with the highest grossing athletic departments in Division I athletics in the application of the policy that may disadvantage institutions and student-athletes in specific states. Additionally, we plan to identify how state NIL legislation will potentially disadvantage certain student-athlete groups.

We expect to find that state NIL legislation will potentially create negative disparities in opportunities and/or resources for teams and student-athletes that participate in Olympic sports; female student-athletes; racially/ethnically minoritized student-athletes; and student-athletes having a lower socioeconomic status. Our findings, may contribute to the reform of policies within the NCAA that limit, exclude or intentionally hinder groups from participating or receiving equitable resources in college athletics.

Too Masculine for Me? Analyzing the Moderating Effects of Consumption Gender on Motives and Online Consumption in Esports

Kyle Mau, Indiana University

Kelly Brummett, Indiana University

Wooyoung (William) Jang, University of West Georgia

Antonio Williams, Indiana University ADVISOR

Kevin Byon, Indiana University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 22

Consumer Behavior

Saturday, June 4, 2022, 1:30 PM - 1:50 PM

Despite esports' exponential growth and mass appeal, its culture centers around masculinity and catering to its male viewership, causing negotiation in cross-gendered behaviors (Rogstad, 2021). Gender Schema Theory (GST) (Bem, 1981) is the foundational theory operationalizing consumption gender (Pohlmann & Chen, 2020). The basic premise of GST is that social environments lead to masculinity and femininity schemas. Gender schema influences how people process information and make decisions (Ye et al., 2017). Gender is a well-researched topic in esports as a binary construct. Gender has been linked to gamertag choice, genre selection, and gamer identity (Zolides, 2015; Vermeulen et al., 2017; Jang & Byon, 2021); however, the dichotomous measures commonly used in gender studies are limiting when trying to understand the complexity of gender's effect on consumer informational processing. To fill this void in research, Pohlmann and Chen (2020) coined the term "consumption gender" based on four categories - gender-schematic men, gender-schematic women, gender-aschematic men, and gender-aschematic women - to discover a more nuanced perspective of gender. Their findings indicate that dichotomous measures of sex are insufficient in capturing behavioral differences, with their scale predicting distinct media preferences within each sex based on gender schema.

Gender has recommended use as a moderator in esports (Jang & Byon, 2021). Since consumption gender is useful for finding variance in media consumption patterns (Pohlmann & Chen, 2020), we include consumption gender as a moderator between motivation and online esports consumption. Motivation has been used to study esports spectatorship and game attendance frequency (Pizzo et al., 2018), business development (Curley et al., 2016), and differences and similarities between online and offline esports consumption motivations (Neus et al., 2019). Additionally, sport spectator studies have linked motivation to behavioral intention (Duan et al., 2020). As such, the purpose of this study is to understand gender consumption's moderating effects on the relationship between motivations and online esports consumption.

Data will be collected from Amazon M-Turk using a nonprobability sampling technique. We adapted Qian et al.'s (2019) Motivation Scale of Esports Spectatorship (MSES) to measure motivations on a 10-factor scale. Three items measuring online esports consumption were adapted from Xiao's (2020) behavioral intention scale, which we operationalize as the readiness to consume online esports events. Lastly, consumption gender will be measured on a 10-item scale proposed by Pohlmann and Chen (2020).

Theoretically, we expect to learn novel insights into the relationship between motivation and behavioral intention moderated by a new gender typology. Our study will add to GST by determining whether gendered informational processes impact consumer behavior in the esports environment. Practically, our study presents an opportunity for esports marketers to refine marketing segments based on consumption gender. Gender-schematic and gender-aschematic segmentation may allow esports organizations the opportunity to reach new consumers and improve communication by aligning more closely with how consumers process gendered information.

Identifying and Quantifying Risk in NFL Players' Non-Guaranteed Base Salaries

N. David Pifer, Florida State University
Christopher M. McLeod, University of Florida

20-minute oral presentation (including questions)

Finance/Economics

Finance/Economics 3

Finance

Saturday, June 4, 2022, 1:30 PM - 1:50 PM

Introduction & Literature Review

One of the distinct features of the National Football League (NFL) compared to other North American sports leagues is that its players' annual base salaries are not guaranteed. While some amount of guaranteed money is typically awarded via a signing bonus, the payouts associated with future years of players' contracts are generally subject to their risk of being cut.

Prior studies have indirectly explored the factors that may contribute to this risk by examining the influences of workload on career longevity and productivity in running backs (Salaga, Mills, & Tainsky, 2020), race, experience, and draft position on player salaries (Gius & Johnson, 2000), and age of entry on career success (Kim, 2015). However, attempts to directly quantify the probability of players attaining their base salaries over long-term agreements, and the associated risk factors, have not been forthcoming.

In an effort to address this gap and create more accurate appraisals of long-term contract values, we calculate players' probabilities of reaching some future season given the influence of market, team, and player related factors. These probabilities, when multiplied by the players' non-guaranteed base salaries, allow us to discount the full value of a contract and provide a more accurate estimate of its present value at signing. Once discounted for risk, the revised values can serve as useful tools for evaluating players' financial decisions (e.g., signing long-term deals vs. one-year deals) and apportioning risk between players and teams.

Methodology: To populate our sample, we collected approximately 2,800 unrestricted free agent contracts spanning the 2011-2018 seasons from [spotrac.com](https://www.spotrac.com). After merging these contracts with performance data from [pro-football-reference.com](https://www.pro-football-reference.com), we are left with a panel containing players' base salaries, prorated signing bonuses, cap hits, prior seasons' performance statistics (approximate value and games started/played), age, years of experience, positions, and injury histories across the length of their deals. We then account for additional risk factors by including data related to team performance, coaching, market size, and the salary cap.

To start, we will use various survival analysis techniques to estimate the probability of a player surviving to season t of their contract, given their survival to season $t-1$ and their respective values across the associated variables. Methods such as Cox proportional-hazards regression allow us to quantify the impact of time-invariant factors on survival, providing a clear snapshot of the risk assumed at signing. Then, we can use generalized statistical models and machine learning algorithms to account for the effects that time-variant factors (e.g., changes in player and team performance) have on survival from one season to the next.

Findings: Preliminary findings indicate that survival rates decrease dramatically following the first season of a player's contract. Nearly half the players who signed two-year deals failed to reach their second season, and just 25% of players who signed three-year contracts reached the third season. This suggests the full contract values reported at signing are inflated, and players, agents, and teams could benefit from more appropriate risk estimates and a clearer understanding of certain variables' effects on risk.

Women's Sport Coaches Perceptions of Title IX Compliance

Olivia Dwyer, University of North Carolina

Barbara Osborne, University of North Carolina

Erienne Weight, University of North Carolina ADVISOR

20-minute oral presentation (including questions)

Law

Law 1

Other

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

Title IX, the game changing U.S. civil rights legislation that prohibits discrimination based on sex in all educational institutions that receive federal funding, celebrates its 50th anniversary in 2022. In the 1975 implementing regulations, colleges and universities were given three years to comply (34 CFR 106.37 (d)). Actual achievement of gender equity in college athletics, unfortunately, appears to be more aspirational than accomplished.

Title IX states: "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance" (Title IX, 1972). The promulgation of Title IX regulations in 1975 helped school administrators to fully understand how Title IX applied to the educational setting. While the regulations impact all areas of education, two areas directly impacting college athletics include the section on financial aid and Section D, simply labeled "Athletics", which has four subsections. The regulations regarding athletic scholarships require proportionate grants-in-aid based on the number of student-athletes by sex (34 C.F.R. - 106.37(c)). Most Title IX research has focused on inequities in participation opportunities and spending; very little has focused on unequal treatment within athletics programs. Specifically, we examined the perceptions of head coaches of women's athletics teams regarding the current state of Title IX compliance in NCAA Division I athletics programs in the Power 5 conferences. This is believed to be the first study to examine program inequities from the head coach perspective.

Survey methodology was employed. An original survey was developed utilizing the categories measured for compliance in the 1975 Regulations. Coaches were asked to scale their perceptions of differential treatment based on sex. Content and statistical experts were consulted in survey development to address content validity. The survey was distributed via Qualtrics to 1,242 head coaches of P5 women's teams who were invited to participate. The survey was completed by n = 242 participants yielding a 19.5% response rate. All NCAA sponsored women's sports but bowling, skiing and triathlon were represented.

The majority of coaches (n=165, 70%) either agreed or strongly agreed that their institution/athletics department was committed to achieving gender equity, and even more believed their athletics program was in compliance with Title IX. Most coaches reported perceived equal treatment in their men's and women's programs. No coaches reported the women's team being treated more favorably in any measured categories. Despite the perceived inequities, the majority of coaches felt the disparities between men's and women's programs had little or no impact on women athletes' ability to receive the full benefits of their athletics experience. Interestingly, there were significant differences between male and female coaches in their perceptions of equity with male head coaches perceiving greater levels of equity in 43/54 areas of measurement ($p < .05$).

This study is an important addition to the literature by identifying program inequities and invites further research to determine whether teams are actually treated differently based on the sex of the head coach.

Understanding Organizational Justice and Job Satisfaction in Sport Organizations: A Moderated Mediation of Organizational Involvement and Perceived Mobility

Sangchul Park, Texas A&M University

Calvin Nite, Texas A&M University ADVISOR

Hyun-Woo Lee, Texas A&M University ADVISOR

20-minute oral presentation (including questions)

Management

Management 21

Organizational Behavior

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

Comprehending job satisfaction has been a focal goal of sport organization researchers because it influences various organizational outcomes such as intention to leave (MacIntosh & Doherty, 2010). During this journey, sport management scholars has identified organizational justice, or employees' perception of fairness in sport organizations (Greenberg, 1990), as a critical antecedent of job satisfaction (e.g., Jordan et al., 2007; Whisenant & Smucker, 2007). However, scant attention has been paid to why and under what conditions the impact of organizational justice on job satisfaction appears.

The purpose of this study is to disentangle the relationship between organizational justice and job satisfaction by considering the moderated mediation aspect of employees' organizational involvement and perceived mobility. In doing so, we drew upon equity-exchange model (Gould, 1979). This model assumes that employees adjust their organization involvement conditional on the extent to which they perceive organizations' inducements as acceptable and equitable. Using this tenet, we hypothesized that organizational involvement mediates the relationships between four dimensions of organizational justice (i.e., procedural, distributive, interactional, and informational justice) and job satisfaction (H1-4).

We further suggest the moderating role of perceived mobility, or individuals' perception of available alternative job opportunities (Wheeler et al., 2005). According to the equity-exchange model, employees possess a tolerable dissonance zone of involvement wherein they endure a certain level of unfair under-rewards without taking them seriously (Gould, 1979). We assumed that those with low perceived mobility have a broader tolerable dissonance zone than those with high perceived mobility because they possess limited job alternatives. Using this assumption, we hypothesized that the impact of organizational justice's four dimensions on job satisfaction via organizational involvement is more pronounced (mitigated) when employees perceive their job mobility as high (low) (H5-8).

The data were collected from 509 athletic-department employees of NCAA Division I universities. The mediation analysis revealed that organizational involvement mediates the relationship between (a) procedural justice and job satisfaction ($b=.07$), (b) interactional justice and job satisfaction ($b=.11$), and (c) informational justice and job satisfaction ($b=.10$; all $ps<.01$), supporting Hypotheses 1, 2, and 4. However, hypothesis 3 was disconfirmed due to the insignificant mediation effect of organizational involvement in the relationship between distributive justice and job satisfaction ($b=-.01$, $p=.20$). Further, the moderated mediation analysis showed that all the four interaction terms of perceived mobility and (a) procedural justice ($b=.05$), (b) distributive justice ($b=.04$), (c) interactional justice ($b=.05$), and (d) informational justice ($b=.05$) are statistically significant (all $ps<.05$), supporting hypotheses 5-8.

Our research offers theoretical and managerial implications. We contribute to organizational justice literature by illuminating organizational involvement as a cognitive mediator to connect organizational justice and job satisfaction. We also extend the equity-exchange model by identifying perceived mobility as an individual-difference variable to influence the change of tolerable dissonance zone. Practically, our findings suggest organizations should enhance organizational justice to retain employees with high perceived mobility. The failure to do so may make their employees consist only of those with low perceived mobility, reducing the organizations' workforce resilience.

Exploring Context-Dependent Goal Pursuits among Season Ticket Holders in College Sports

Gyujik Han, University of Florida

Yonghwan Chang, University of Florida ADVISOR

Yong Jae Ko, University of Florida ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 21

Consumer Behavior

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

The study of season ticket holders (STHs) is a prominent research line within sport marketing. In the field of sport management, there is a rich body of literature examining the attitudes of sport consumers and their associated purchase intentions in the given context (Karg et al., 2021; Katz et al., 2020; McDonald, 2010). This literature is valuable as it has allowed scholars to understand the psychological processes that are unique to STHs. Although informative, the existing study of sport consumers has predominantly focused on perceptual or attitudinal variables; that is, far fewer studies have sought to analyze the behavioral aspect of STHs from the theoretical perspective of a subscription service. A pivot in this direction is increasingly valuable to the industry, and our conceptual understanding of sport consumers, as the proliferation of behavioral data in the space of ticket and merchandise sales and subscription-based services has occurred.

In the current study, collaborating with an athletic department in a large land-grant University in the Southeastern Conference, we utilized a big data analytical approach to examine longitudinal data associated with STHs. More specifically, drawing on the theories of context-dependent goal pursuit and psychological distance, we compared STHs' ticket and merchandise consumption behavior across two types of STHs based on residency: Residential vs. non-residential fans. Much of the existing STH research has treated individual STHs as a homogenous group (Katz et al., 2020; McDonald et al., 2013). However, recent studies (e.g., Mills et al., 2016) have increasingly suggested that consumers' decision-making processes could be variant corresponding to residential affiliation given their different goal striving tendencies. From the theoretical standpoint, for example, according to the context-dependent goal pursuit models (e.g., Laran et al., 2008), consumers often exhibit hedonic and indulgent goals when the consumption situation is considered as non-local, unusual, infrequent, and episodic (May & Irmak, 2018); accordingly, (compared to residential fans) non-residential fans would spend more, look for more luxuries and indulgent items, and seek out more dynamic and memorable spectatorship experiences.

We utilized the target team's database over the 2017, 2018, and 2019 seasons including 14,437 STHs and 83,973 purchase transactions per season on an average. In examining the moderating effects of the residency factor, this study utilized the propensity score analysis (PSA) approach, a quasi-experimental method to control for confounding effects (Guo & Fraser, 2009); [YResidential, YNon-residential]_Residency|ZAccount Tenure. Given successful achievement of covariate balance through PSA (after controlling for more than 12 covariates), the results revealed that non-residential fans purchased more expensive seats, and also purchased a greater number of tickets and merchandises especially when the game outcomes are perceived to be close (e.g., game dynamics x residency; MResidential = \$76.62 vs. MNon-residential = \$112.76 for merchandise spending, $p < .001$). Theoretical and practical implications will be discussed.

Speaking through your ‘knows’: The use of decolonizing methodologies in sport management

Denise Kamyuka, Western University

Laura Misener, Western University ADVISOR

20-minute oral presentation (including questions)

Method

Method 1

Qualitative

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

I am the “outsider within” (Collins, 1999 p. 1) a system, frozen in a state of inertia. As one of the few Black female immigrants in a sport management Ph.D., I cannot help but notice the resistance to contemporary qualitative approaches to sport management research. I join various scholars in their call for sport management to embrace qualitative approaches that give “alternative understandings of rigour,” such as decolonizing methodologies (Shaw & Hoerber, 2016 p. 260; Hoerber & Shaw, 2017; Stewart Withers et al., 2017; Chen & Mason, 2019; Thorpe et al., 2020). They argue that “sport management scholarship continues to be deeply rooted in Eurocentric, White supremacist modes of thinking and inquiry;” (Singer et al., 2019 p. 60). This field forgets that there are researchers and subjects of sport management research that are not of European heritage. Therefore, the lack of emphasis on decolonizing methodologies and the prevalence of scientific and quantitative inquiry in sport management further oppresses these populations. These scientific approaches often privilege Western logic over their indigenous knowledge systems (Smith, 2012).

In Botswana ‘speaking through your nose’ is a way of pointing out that one sounds like a White person, implying that one has lost touch with their cultural grounding and adopted Eurocentric ways of being and knowing. In this presentation, I draw upon my personal experience with decolonizing methodologies, to demonstrate diverse ways of speaking about social entrepreneurship in sport (SES), which is important for SES scholars and practitioners doing work with populations that suffered from colonial history.

My research employs Black emancipatory (Antwi, 2011), and feminist participatory action research (Giles 201; Reid & Frisby 2008; Jull et al., 2017; Hayhurst et al. 2015) to explore social entrepreneurship in sport (SES) from a female-Motswana (person from Botswana) perspective. The objective of this research is to offer diverse ways of understanding SES, which to date remain heavily rooted in Eurocentric and masculine hegemony (Muntean & Ozkazanc-Pan, 2016). I address the need for decoloniality in my research by applying a decolonial lens to my analysis of the interviews with co-researchers, non-participant observations, and in-depth reflexive journals (from all co-researcher). A decolonial lens required that I constantly interrogate who I was researching and writing for; which voices and knowledge systems I cantered and amplified; and the practical application of and need for my research (Smith, 2012; Keikelame & Swartz, 2019; Kessi et al., 2020).

I worked towards a botho (Botswana equivalent of Ubuntu)- informed understanding of SES that contributes a new perspective to the literature on SES. Instead of ‘sounding White’, I was able to explore my indigenous knowledge systems and apply them to a rigorous process of inquiry. Through this presentation, I hope that my research experience provides an example for how decolonizing methodology can be used in SES and other sport management disciplines.

The world's most popular management simulation: Using fantasy sports as a teaching tool

Timothy D. Ryan, University of Memphis

Michael Hutchinson, University of Memphis

Cody T. Havard, University of Memphis

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 3

Technology Integration

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

Simulations in business classrooms allow students valuable and unique opportunities to practice decision making (Rogmans, 2019), a critical aspect of all managerial activities (Chelladurai, 2014). Sport management educators have used fantasy sports to apply public relations, marketing, promotions, and sales curriculum (Gillentine & Schulz, 2001; Newman, Irwin, Klenosky, & Gillentine, 2003; Woo & Davis, 2015). This presentation will demonstrate how a course built on running a fantasy football team allows for role play to learn and apply managerial decision-making concepts and tools including basic research and data analysis. Sport management faculty who are looking to apply basic management concepts and introduce students to foundational research and data analysis concepts will benefit.

Fantasy football can be used as a simulation that is simple enough that a pre-teen can understand the goals and outcomes desired, but it has applications that connect to graduate level theory. And as costs continue to be a concern for college students and administration, this is free, with needed information available to anyone willing to do basic research. Unlike many case studies or simulations, managing a fantasy football team allows for “real world” data and events, like a stock market simulation, without relying on a computer application purchased through a vendor. As competition also occurs in “real time”, unlike many computer or classroom simulations, students must also apply soft skills, such as maintaining an effective and available workforce (lineup), adaptability, teamwork, and interpersonal skills. Throughout the course, the concepts are connected to informed decision making that a weekly game of fantasy football allows.

Past teaching applications that used fantasy football have generally used a student's team to apply marketing and media relations concepts (Gillentine & Schulz, 2001; Newman et al., 2003; Woo & Davis, 2015), but this curriculum focuses on decision-making throughout the semester. Building a roster and the basics of fantasy football, introductory research concepts, and data analysis comprise the three units for the semester.

First unit topics include learning about types and popularity of fantasy sports, including the connection between fantasy sports and gambling (Drayer, Dwyer & Shapiro, 2019), with a greater emphasis on the decisions necessary in selecting players and establishing lineups on a weekly basis. This unit includes discussions on sources of information, player value, auction theory, conscientiousness to actively manage a lineup dealing with bye weeks, matchups and injuries, and communication to other managers or co-coaches.

The research topics introduced to students in the second unit include the usefulness of quantitative and qualitative data in maintaining lineups, types of data, sampling, reliability, and types of validity. Additionally, students are introduced to research ethics and evaluation. The data analysis unit covers statistical concepts such as probability, descriptive statistics, and introduction to inferential statistics. Additional information will be shared about league size, benefits of faculty participation, expected outcomes, and potential placement within a sport management curriculum.

Mobile Emotional Geographies: Gendered Experiences of Power and Sexual Terror in Mass Participation Sport Events

Mona Mirehie, Indiana University Purdue University Indianapolis

20-minute oral presentation (including questions)

Socio-Cultural

Socio-cultural 11

Community

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

Introduction

In line with the continued growth in popularity of mass participation sport events (MPSE), a stream of research has been developed that examines antecedents and outcomes of participation experiences (e.g., Zhou & Kaplanidou, 2018). Due to the subjective nature of experiences, within groups of people that take part in an event, individual experiences vary based on their perceptions of places, other people, and activities (Ooi, 2005; Volo, 2009). Within the sport scholarship gender has been identified as a prominent factor in shaping participation decisions and experiences (Deem, 1987; Farrell et al., 2011), nevertheless, the body of knowledge on gender and experiences of MPSEs is still underdeveloped. Hence, the purpose of this study was to explore the differences in men and women's experience of MPSEs.

Methods

Constructivist grounded theory methodologies (Charmaz, 2006) were utilized to collect and analyze data. Individuals (N = 23, Women n = 12, Men n = 11) that take part in MPSEs such as cycling, marathon, triathlons were recruited through purposive and snowball sampling and interviewed. The initial inductive analysis indicated that ideas from feminist post-structuralism (Butler, 2002), mobile emotional geographies (Heimtun, 2010), and sexual terrorism (Sheffield, 1987) can be drawn upon to explain gendered differences in experiences of participation in MPSEs.

Findings and Discussion

Although there were commonalities in experiences of both genders, power and fear were identified as unique elements in women's narratives; both of which were related to mobile emotions associated with perceptions of time and space. Factors such as finishing a mix-gender race as a woman, getting support from other women, and taking part in all-women races where everything is centered on women were perceived as empowering for female runners. On the flipside, fear of 'something bad happening,' lack of access to help, and injury revealed women's subconscious self-doubts and beliefs regarding their inferiority in gendered power relations that dictate what activities, places, and times are "safe, right, and sensible" (p. 182) for them (Wilson & Little 2008). The analysis revealed that fear was mostly about sexual assault which mirrored Sheffield's (1987) notion of sexual terrorism regarding constructed gender-based power relations and the use of sexual harassment as a means for terrorizing and controlling women. Also, fear as well as the sense of power, or lack thereof, highly depended on how women felt in different places which reflected the core ideas of emotional geographies (Bondi et al., 2005; Valentine, 1989). Fear was heightened when women talked about running an unknown course in a new race or destination, running alone, or running in the 'sketchy areas,' or the countryside; all of which represent the socially constructed vulnerable female identities that are not confident in their own ability to navigate the unknown, and always need men's protection (Valentine, 1989).

This study contributes to the literature by providing some insights into how gender impacts MPSE experiences. Also, findings can guide practitioners in creating all-inclusive sportscapes by acknowledging female participants and providing supportive environments to help them overcome their fears which subsequently encourage continued participation within communities.

What's your club? How fanship is built through psychological ownership

Taegeu Bok, Seoul National University

Seongjin Park, Seoul National University

Jiho Lee, Seoul National University

Yukyoun Kim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 22

Consumer Behavior

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

Possession doesn't end up its meaning with having something. It helps people to establish and extend their self (Belk, 1988). Through extension of identity, people can establish their relationship with others (Dittmar, 1992). This phenomenon can also be seen in sports context. By supporting same club, regardless of their background and belief, fans gather together and build their community. Furthermore, some fans even donate to charity under the name of the club they support. This can be seen as unique positive aspect of sports. Then why fans behave as if the club is theirs? To understand this aspect of sports, it is necessary to understand how psychological ownership forms. Therefore, the purpose of this study is to figure out what are the motivations of fan supporting clubs and what are the behavioral intentions they have. Psychological ownership is formulated by satisfying four human needs: efficacy, having a place, stimulation, and self-identity (Jussila et al., 2015). This study develops a conceptual model to explain fan's psychological ownership of teams based on those four motivations as antecedents of psychological ownership. The model theorized those four motivations can be satisfied by perceived control, sense of belonging, customer participation intention, and team identification. Therefore, the model hypothesizes perceived control(H1), sense of belonging(H2), customer participation intention(H3), and team identification(H4) will have positive effect on psychological ownership. Furthermore, to investigate behavioral consequence of psychological ownership, organizational citizenship behavior(OCB) was incorporated in the model. OCB has been widely used in the field of management as behavioral consequence of psychological ownership (Pierce et al., 2003). When people have possession, they are willing to affect what they possess (Ferraro et al., 2011). Therefore, the hypothesis of second part is: psychological ownership will have positive effect on word-of-mouth(H5) and relation continuity(H6).

318 samples were collected through online survey. Confirmatory Factor Analysis indicated the model fits the data adequately($S-B / =582.61/231=2.52$, $TLI=.94$, $CFI=.95$, $RMSEA=.07$, $SRMR=.04$). Average Variance Extracted values ranged from .53 to .60 and reliability coefficients ranged from .87 to .94. In addition, correlations for all pairs of latent factors were lower than .85, rendering support for discriminant validity. The structural model fits the data adequately($S-B / =606.32/232=2.61$, $TLI=.94$, $CFI=.95$, $RMSEA=.07$). Perceived control($Y=.10^*$), Sense of belonging($Y=.48^{***}$), Customer participation intention($Y=.38^{***}$), and Team identification($Y=.14^*$) have significant effect on psychological ownership. Psychological ownership significantly affected word of mouth intention($Y=.33^*$) and Intention to relationship continuity($Y=.27^*$).

The results of this study imply how fan's psychological ownership forms and the importance of psychological ownership affecting fan's behavior. This indicates that satisfying four human needs help fans building psychological ownership. In addition, it is proven that psychological ownership brings positive behavior intention. This will give clubs new way to promote the club, satisfying human needs. Many studies investigated on fans' reaction. However, the studies are limited why people support clubs for their own reason. This study focuses fans as independent entities rather than the fans passively reacting to the given circumstances. To expand its theoretical implication, more human needs and detailed propensity should be added on the future research.

The impact of different types of NFL's corporate social responsibility on behavioral intentions among Generation Z fans

Wanyoung Ha, Washington State University

Yong Chae Rhee, Washington State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 23

Corporate Social Responsibility

Saturday, June 4, 2022, 1:55 PM - 2:15 PM

Although Corporate social responsibility (CSR) has been considered as one of the important marketing practices, there is a dearth of research examining how Generation Z fans respond differently to various types of CSR activities within professional sport context. CSR initiatives can be effectively used for Generation Z fans because they are more socially and environmentally conscious than other generations. Specifically, they care deeply about social, political, and environmental issues.

Generation Z cohort is a significant consumption group in the sport industry because they account for 24 percent of the total U.S. population, which generates a substantial economic impact on the U.S. economy. As such, the goal of this study was to a) examine the relationship between each type of CSR (environment-related, social justice-related, health-related, education-related, and patriotism-related CSR) and behavioral intentions (traditional word of mouth (TWOM), electronic word of mouth (EWOM), and attendance intention) among Generation Z NFL fans and b) understand Generation Z NFL fans' perception of each CSR initiative.

A total of 552 NFL fans were collected from M-Turk and analyzed by performing multiple regression analysis with SPSS 27.0. The results revealed the different effect levels of the five dimensions of CSR on behavioral intentions, shedding new lights on the CSR literature. Specifically, patriotism-related CSR had a stronger impact on TWOM, followed by social justice-related and environment-related CSR. On the other hand, environment-related CSR had the greatest impact on EWOM, followed by social justice-related, education-related, and patriotism-related CSR. Lastly, patriotism CSR had the strongest effect on attendance intention, followed by social justice-related, health-related, and environment-related CSR.

The results confirmed that Generation Z fans consider patriotism, social justice, and environmental initiatives as primary concerns. The most interesting finding in this study was that social justice-related and environment-related CSR served as a key predictor of behavioral intentions. Consistent with previous research, the current study demonstrated that Generation Z fans perceived racial equality, human rights, environmental issues as a core value. Also, patriotism-related CSR was found to be a key factor of behavioral intentions. One possible explanation for this result is that the NFL represents a unique setting where American football is perceived as an important tool to connect the sport to patriotism.

Therefore, this study provides a useful guideline of how sport managers develop effective CSR marketing and allocate their limited resources. Practitioners could enhance their CSR approach by fulfilling fans' expectations and preferences. Also, they can highlight the patriotism-related, social justice-related, and environment-related initiatives since these dimensions were powerful indicators of fans' behavioral intentions.

**‘Another scapegoat is gone, but now what?’:
Exploring the spillover effects of turnover decisions on coaches and staff members**

Matheus Galdino, Bielefeld University

Pamela Wicker, Bielefeld University ADVISOR

20-minute oral presentation (including questions)

Management

Management 21

Strategic Management

Saturday, June 4, 2022, 2:20 PM - 2:40 PM

Elite coaches act as leaders while collaborating with sport and health experts in a multidisciplinary framework focused on athletic development. Despite operating within a dynamic system where their output depends on contextual conditions (Gammels, 2013), head coaches tend to be judged by game results on a weekly basis and are frequently dismissed during the season, especially in Brazilian soccer (Galdino et al., 2021), which represents this study’s research context. Scholars have examined the antecedents and impact of coaching replacements mostly through quantitative studies (Arnulf et al., 2012; Hughes et al., 2010; Semmelroth, 2021), yet the spillover effects of such turnovers on the dismissed coaches themselves and staff members are largely unexplored with a few exceptions. For example, Wagstaff et al. (2016) revealed how repeated organizational changes affect employees’ attitudes, emotions, and behavior. The quality of internal communication was found to be correlated with injury rates, training attendance, and the availability of players for matches in European soccer (Ekstrand et al., 2019). Moreover, Guerrero-Calderón et al. (2021) captured negative running outcomes after midseason turnovers in three professional soccer clubs, as players had performed better with the dismissed coaches during training and competition. It remains unknown, nevertheless, how coaches and support staff effectively perceive, react, and maybe suffer from coaching replacement decisions.

From a theoretical perspective, this research draws on the extent of instability after leadership succession in sport organizations (Soebbing & Washington, 2011). Although an intended direct effect exists whenever coaches are changed, such turnovers inevitably originate unintended effects which spill over to the team and individual levels. This study aims to explore what happens to team development inside elite soccer clubs, and to the lives of coaches and staff members after turnover decisions are taken. It poses two research questions: (1) how do head coach replacements affect athletic development at the team level? And (2) as turnovers occur, what are the individual spillover effects for coaches and staff members? Qualitative, semi-structured interviews were carried out with 59 elite practitioners from Brazil (29 head coaches and 30 staff members) from January through April 2021. Based on a deductive-inductive content analysis, the preliminary results highlight three main categories at the team level: performance goals, team building, and training methodology. In terms of individual spillover effects, the following themes emerged: personal life, job security, and interdisciplinary relations. Personal life includes the subthemes of health, family, and self-doubt. Job security encompasses the subthemes of pressure, risk, and workflow. Last, interdisciplinary relations capture the subthemes of environment, behavior, and trust.

Overall, the preliminary evaluation suggests that within-season replacements are perceived by elite practitioners as a damaging decision, since it jeopardizes the workflow within the sport structure and constrains both the professional growth and the personal lives of coaches and staff members. This research expands coaching and performance analyses by gaining an in-depth understanding of the side effects of managerial decisions such as head coach dismissals, which need to be considered to improve the strategic mindset and the operational assessment in professional soccer.

Analyzing College Choice Decisions Of Ncaa Division Ii Transfer Student-Athletes

Eric Kramer, Troy University

Michael Carroll, Troy University ADVISOR

20-minute oral presentation (including questions)

Management

Management

Organizational Behavior

Saturday, June 4, 2022, 2:20 PM - 2:40 PM

Topic Significance

There are currently 309 NCAA Division II member institutions with over 120,000 student-athletes, who have a substantially higher transfer rate than Division I student-athletes (“Our division II members”, n.d.). The most recent changes to Division I transfer regulations have generated substantial interest from coaches, fans, and the media in anticipation of a significant impact to roster construction and recruiting (Dellinger, 2021). While these changes may develop into a transformational moment for Division I revenue sport programs, those same sports at the Division II level have been managing the consequences of a more robust student-athlete transfer market for decades. Yet, scant research has been conducted to determine which items are most influential in a transfer student-athlete’s decision to attend their next institution. Therefore, a closer examination of the college choice items of Division II transfer student-athletes is warranted.

Review of Literature

A subset of research within college choice began in the 1980’s with Mathes and Gurney’s (1985) study to exclusively examine factors related to student-athletes. This subset has spawned an increasingly robust collection of research for prospective student-athletes analyzing independent variables such as gender (Doyle & Gaeth, 1990), international students (Popp, Pierce, & Hums, 2011), competitive divisions (Gabert, Hale, & Montalvo, 1999), and recruiting effectiveness (Magnussen, Kim, Perrew, & Ferris, 2014). This study aims to build upon past college choice research by analyzing the college choice influences of transfer student-athletes.

Methods

A total of 438 NCAA Division II student-athletes provided usable feedback for this study. A 39-question college choice survey (Popp et al., 2011) was administered to student-athletes from compliance administrators at their respective institutions. Descriptive statistics were utilized to assess the most influential college choice items of NCAA Division II transfer and non-transfer student-athletes. Based upon the responses of the student-athletes to each of the 39 college choice items, a mean score and standard deviation was established for transfer and non-transfer student-athletes. Subsequently, independent t-tests were run to determine any statistically significant differences at the .05 level between the college choice responses provided by transfer and non-transfer student-athletes.

Discussion

This study expanded the scope of college choice research by providing a more comprehensive examination of the influences of college choices made by NCAA Division II transfer student-athletes. Results suggested that Division II transfer and non-transfer student-athletes are strongly influenced by the academic benefits and programs an institution can provide, but are not at all dismissive of athletic components, such as athletic facilities and a head coach’s personality. This aligns with the priorities of NCAA Division II Athletics, which strives to provide a balanced experience for its student-athletes.

Effects of Hope and False Hope on Eating in Sport Spectators: When False Hope Deviates the Hope Account

Yonghwan Chang, *University of Florida*
Rochelle Owens, *University of Florida*

20-minute oral presentation (including questions)

Marketing

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Consumer Behavior

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Emotions play a powerful role when it comes to self-control-related consumption, yet its psychiatric impact has been inconclusive (Low et al., 2021). Based on the perspective of self-regulation included in the emotional coping account (Reynolds & McCrea, 2017), we theorize that when fans are framed with a low level of future focus accompanied with feelings of hopefulness, they would have less self-control in the domain of emotional eating. Locus of control (LOC) is also an important characteristic in relation to emotional eating because it indicates whether individuals believe that choice circumstances are under their control (Dyussebayeva et al., 2020). For example, fans with an external LOC perceiving the teams they support as lacking control over their athletic performance would be less motivated to control for emotions-laden eating. In sum, attempts were made to examine the preventative effects of positive emotions on fans' emotional eating in conjunction with LOC.

Experiment 1 ($n = 75$) utilized virtual reality spectatorship of National Basketball League (NBA) games as a context of the current investigation. The participants were asked to watch a game through the Oculus Go headset and were then asked to complete the hope (Tong & Jia, 2017) and LOC manipulation tasks (Turnipseed, 2018), followed by the measures of affective states (Hamann, 2012). The results support that the level of hope negatively influences emotional eating (H1), while the level of external LOC positively influences emotional eating (H2). Also, the LOC effects overrode the hope effects on emotional eating (H3); that is, even for high hope individuals, the level of external LOC positively influences emotional eating. Nonetheless, fans' perceptions about certain game situations may lead them to feel hopeful for a future positive outcome. Accordingly, Experiment 2 ($n = 104$) was conducted to rule out the game situations effects. The results were consistent with our theorizing. That is, hope could be understood as a future-oriented and self-control-inducing emotion that is evoked in response to an uncertain but possible goal-congruent situation; accordingly, feelings of hope are especially aroused in the game conditions of close victories/losses, resulting in aversive effects on emotional eating (H4).

Further, evolutionary psychologists suggest that human cognition can be complicated by biased belief-shaping processes, and these biases would induce a paradox of the temporal hope effects (Polivy & Herman, 1999). False hope (excessively high levels of hope) would then emerge in the context of spectator sports, resulting in a paradoxical consequence of hope effects such as exacerbated emotional eating. Experiment 3 ($n = 129$) was conducted to explore the false hope account. The results support our contention that the relationship between the level of hope and emotional eating is U-shaped, where the high and low levels of hope lead to the highest level of fans' emotional eating (H5). In all, this study challenges the prevalent account of emotional eating (e.g., Barnhart et al., 2020; Macht, 1999) by exploring the counterintuitive effects of positive emotions and (false) hope. Marketing implications to facilitate public health and psychophysiological well-being for sport consumers will be discussed.

Positionality and Reflexivity in Sport Management Research

George Cunningham, Texas A&M University
Elizabeth Delia, University of Massachusetts
E. Nicole Melton, University of Massachusetts Amherst

20-minute oral presentation (including questions)

Method

Method 1

Other

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Relevance and Significance. Positionality refers to “the wider historical, political, economic, religious, social, and intellectual contexts of a person, which affect both interpersonal relations and QR [qualitative research] processes” (Lian, 2019). Reflexivity in the research act entails turning back on oneself (Davies, 1999), with a heightened self-awareness that acknowledges the self in relation to others and society (Carrington, 2008). Both meaningfully influence sport management research, but scholars rarely make them explicit in their published research. The purposes of this symposium are to (1) review positionality and reflexivity in sport management scholarship, and (2) present the case that researchers, irrespective of their background or research approach, should explicitly consider how their position and reflexive practice informed their scholarship.

Review of relevant literature. A focus on positionality and reflexivity brings to the fore the researcher’s identities, experiences, perspectives, and ways of knowing. These factors will influence multiple elements of a study, including theoretical perspectives, study design, engagement with data and participants, data analysis, and interpretation (Carrington, 2008; Mauthner & Doucet, 2003). Despite their importance, reflexivity and positionality are largely (but not always) presented as solely within the purview of qualitative researchers. Corlett and Mavin (2018), for example, considered reflexivity and positionality as integral to qualitative research. Methodologists have largely followed suit, situating discussions of reflexivity and researcher positionality as activities with which scholars engaged in qualitative inquiry should be concerned (Denzin & Lincoln, 2011; Mauthner & Doucet, 2003; Shaw & Hoeber, 2016) but have not extended this conversation to quantitative work

Impact on sport management research. In this presentation, the presenters first review the sport management scholarship addressing researcher positionality and reflexivity. The presenters analyzed published articles in *Journal of Sport Management*, *Sport Management Review*, and *European Sport Management Quarterly* for the authors’ use of “positionality,” “reflexive,” and “reflexivity.” Results show that scholars who have written about positionality and reflexivity in their own work have largely conducted qualitative research situated in non-positivist paradigms. The constructs’ absence in other scholarship suggests researchers did not consider them or did not think them important to include - both of which have implications.

Building from these findings and the related literature, the presenters will offer considerations for sport management scholars to consider throughout the research process: from idea conception, to literature reviewed and theoretical approach adopted, to methodological choices and analyses, and finally to the manuscript writing. The presented also note that explicit statements related to positionality and reflexivity should not be limited to qualitative/non-positivist work; rather, all researchers should be consider it. Structured feedback from audience members (working in small groups) will also occur.

Originality and Contribution. As sport management scholars often do not explicitly note their positionality and reflexivity, despite the benefits of doing so, this symposium will make an original contribution to methods and research in the field.

A Sport Management faculty guide to launching collegiate esports programs

Paul Christianson, Barton College
Joey Gawrysiak, Shenandoah University
Seth Jenny, Slippery Rock University of Pennsylvania
Christopher Scroggins, Shenandoah University
Eugene Frier, Texas Wesleyan University

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 3

Other

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Esports has become increasingly popular over the past decade in our modern society (Jenny et al., 2018; Scholz, 2019). Esports has gone from a niche practice reserved for insiders to a widespread entertainment industry with the emergence of streaming platforms, professional leagues, and new technologies (Gawrysiak et al., 2020). The esports industry is estimated to be worth nearly \$25 billion (Ahn et al., 2020). Even more impressive, the video game industry as a whole is now worth more than both the music and film industries combined (Curtis, Oxburgh, & Briggs, 2021; Palmeira, 2021; Tolić, Ćimunc, & Vuković, 2020). To support this emerging industry, bolster recruitment, and increase retention universities have begun to offer collegiate esports programs. Additionally, Sport Management faculty members have become major stakeholders involved in both launching and managing varsity and academic esports offerings. Collegiate esports is on the rise with over 2,000 colleges and universities now supporting competitive and recreational esports programs across the United States (Hedlund, et al., 2021). Moreover, over 80 higher education institutions worldwide offer 115 esports academic programs, ranging from bachelor's and master's degrees to diplomas, certificates, and undergraduate minors in esports (Jenny, 2021; Jenny et al., 2021). Over 80% of these academic esports programs focus on esports business management (Jenny et al., 2021).

The purpose of the study will be to identify how Sport Management faculty members can build and maintain successful academic and competitive esports programs at their institution. The researchers will conduct a series of focus groups with collegiate esports faculty, coaches, and directors from across the United States. The focus groups will be conducted electronically and data will be recorded via a digital recorder and video recording service (such as Zoom). All data and transcriptions will be stored on a laptop that is password protected to ensure confidentiality of participants (Barnhill & Barnhill, 2006).

Once the focus groups are conducted and the data transcribed, grounded theory will be utilized to begin analyzing the data (Glaser & Strauss, 2017). Due to the scant literature regarding collegiate esports and the best practices of esports program formation, open coding will be used to sort the data into general categories (Khandkar, 2009). Axial coding will then be used to more specifically code the data and to begin to formulate trends and patterns (Corbin & Strauss, 1990). Finally, the researchers will apply selective coding to identify a core theme or theory that may explain the best practices of collegiate esports program formation.

How Can My Group Members Have More Steps Than Me? A Mobile-App Driven Experiment to Explore Psychological Social Comparisons and Their Influence on 5k Event Participation

Inje Cho, University of Florida

Kyriaki Kaplanidou, University of Florida ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 22

Consumer Behavior

Saturday, June 4, 2022, 2:20 PM - 2:40 PM

Participating in aerobic exercise and walking/running events can be beneficial to a person's health (Johnson et al., 2020). The increased participation in events has pushed increased usage of mobile fitness apps, which also provide synchronous recordings of physiological data and social-based gamification features (e.g., comparison, collaboration). However, there is a lack of understanding of how gamified technology affects sport consumer behavior. Thus, we explore whether the mobile app and social comparison interventions impact levels of motivations, aerobic exercise engagement, intention to participate in 5K events, etc.

Social-based gamification platforms are effective in promoting aerobic exercise (Zhu et al., 2017). Especially, social comparison with others who are better (i.e., upward) or worse (i.e., downward) affects individuals' self-evaluation as well as their behaviors. Downward comparisons lead to a high level of self-efficacy, while in upward comparisons, people show desire for self-improvement (Cramer et al., 2016). However, due to overwhelming performances from others in upward comparison contexts and complacency in downward comparison contexts, social comparisons may not always lead to an active engagement in aerobic exercise. Thus, we hypothesize that, participants in similar comparison condition, where the performances are similar, may present higher level of motivations, involvement, and aerobic exercise engagement.

- H1. Compared to pre-intervention group, post-intervention group would show a higher level of a) intrinsic motivations, b) exercise involvement, c) self-efficacy (i.e., exercise, competition), d) happiness, e) steps and distance, f) 5K event awareness, and g) intention to participate in 5K.
- H2. Compared to other comparisons (upward, downward, control), a similar comparison would result in a higher level of a) intrinsic motivations, b) exercise involvement, and c) steps and distance.
- H3. Compared to other comparisons (upward, downward, control), a downward comparison would result in a higher level of a) self-efficacy and b) happiness.

A random assignment experimental pre-post design was conducted to examine the group and pre-post differences. A total of 44 participants, who qualified for the experiment and completed the procedures (e.g., initial sign-up, app setup, pre-survey) were randomly assigned into three groups. All intervention and control groups received motivational and 5K event promotional messages, while only the intervention groups received the social comparison messages including the group leaderboards. Researchers are in the process of collecting steps and distance through the mobile app during the 7-week study and collecting subjective responses through Qualtrics. A set of paired samples t-tests, multivariate analyses of covariance, and two-way repeated measures analyses of covariance will be utilized to test three hypotheses.

This study contributes to current research in several ways. First, we incorporate emotional and behavioral responses by using survey and biological databases and this will enlighten us how individuals' motivations, perceived self-efficacy, and psychological involvement are related to actual behavior. Second, this study contributes to social comparison literature by incorporating gamified technology and examining the psychological consequences of social comparison in sport consumers' motivation, self-efficacy, involvement, etc. Lastly, this contributes to understanding about the value of social gamification interventions via mobile apps in converting people to exercise and to participate in sport event.

Vicarious achievement: sport fans' simulation and memory from others' achievement

Namkyeong Jang, Seoul National University

Yuseung Doh, Seoul National University

Se Young Jung, Seoul National University

Taegeu Bok, Seoul National University

Yukyoun Kim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

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Consumer Behavior

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Vicarious achievement has been of great interest to both sport management scholars and practitioners. Surprisingly, there has been a dearth of theoretical discussion on the construct and the extant literature lack a robust theoretical foundation of vicarious achievement. Previous research has focused on the role of vicarious achievement and its practical implications than more accurately understanding the nature of the construct. Sport fans with high connectivity to the team consider the team's achievement to be their own (Fink et al., 2002). No further development has been made. The focus of vicarious achievement pivots on only the momentary positive emotion and mood that occur at such an experience. Consequently, the operationalization and conceptualization of vicarious achievement vary between studies. Therefore, this study intends to fill the gap by improving theoretical understanding of vicarious achievement.

This study investigated how sport fans are affected by counterparts and how these effects vary across achievement characteristics. The conceptual model synthesized, Theory of Mind (Doherty, 2009), Moral development theory (Hoffman, 2000), Empathy (Wondra & Ellsworth, 2015), and Control value theory (Pekrun & Stephen, 2010). The systematic review revealed existing knowledge of vicarious achievement are only confined to the emotional aspect. Writings on memory and imagination afford a basis for stimuli through others to be connected to one's own memory and imagination. (Baddeley, 2001). By extension, this study assesses whether one's achievement-related memories and simulations are affected in the process of connecting to others' achievements, as per three hypotheses given below:

- H1. Watching a favorite team's achievement will positively affect a sports fan's achievement memory.
- H2. Watching a favorite team's achievement will positively affect a sports fan's vicarious achievement emotion.
- H3. Watching a favorite team's achievement will positively affect a sports fan's self-achievement simulation.

This study conducted an experimental study on a total of 60 participants, who were randomly assigned to the winning and losing groups: thirty-one and twenty-nine, respectively. Exposed to three-minute videos, the winning group watched a dramatic victory scene of the Korean national team, while the losing group viewed a disheartening defeat. The participants answered a 7-point Likert-type questionnaire on their emotions (3 items, Trail & James, 2001), memory (3 items, Talarico et al., 2003), and simulation (3 items, Vess et al., 2018) post video exposure. The questions first sought participants' memory recollection and imagination of their own achievement, and then time was given to write a brief content of recollection and imagination. Between the group that watched the achievement video and the group that saw the nonachievement, there were significant differences in achievements; memory ($M_{win} = 5.36$ vs. $M_{loss} = 4.33$; $p < .05$), emotion ($M_{win} = 6.54$ vs. $M_{loss} = 2.39$; $p < .05$), and simulation ($M_{win} = 4.44$ vs. $M_{loss} = 3.88$; $p < .05$).

The study found that observing the achievements of others influenced not only positive emotions but also memory recollection and simulation of one's achievements. These findings provide light on a new way for sports fans to connect with others, expand the concept of vicarious achievement. Furthermore, it demonstrates that sports viewing can lead to self-improvement motivation rather than a hedonic emotional experience.

Sports Betting Participation, Addiction Tendency and Sports Consumption Behavior

Sojung Lee, Seoul National University

Junemin Rhi, Seoul National University

Joon-Ho Kang, Seoul National University ADVISOR

Yukyoun Kim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

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Consumer Behavior

Saturday, June 4, 2022, 2:20 PM - 2:40 PM

Sports betting can be valuable as it resolves the stigmatized desire for gambling and revitalizes spectator sports market as a catalyst. Sports Toto, a leading sports betting product in Korea, is a case in point. Sports Toto is a public interest project implemented for the successful hosting of the 2002 FIFA World Cup Korea-Japan and the promotion of national leisure sports. All proceeds raised through the issuance of Sport Toto are contributed to the Korea Sport Promotion Fund, which should be allocated for various sport promotion projects including international competitions and special athlete events. The purpose of this research is to explain how the sport betting can benefit sport promotion. To this end, this study is to investigate the relationships between sports betting participation experience, addiction tendency and sports consumption behavior.

Based on the uses and gratification theory which suggests that people use media to gratify specific wants and needs and precedent studies verifying Fantasy sports' influence on media consumption, and sports lottery's influence on sports spectatorship, H1 is: There will be a significant difference in sports consumption behavior according to the sports betting participation experience. In the same context, H2 is: Sports betting participation behavior will have a positive influence on sports consumption behavior. Based on the precedent study of Motorboat Racing and Horse Racing, which reported differences in betting purpose and amount for each addictive group, H3 is: There will be a significant difference in sports betting behavior according to sports betting addiction tendency. Lastly, based on the study of Hing et al.(2013), which demonstrated that sports bettors who scored high on a problem gambling screening instrument watched more sport on television, H4 is: There will be a significant difference in sports consumption behavior according to the sports betting addiction tendency.

An online survey was conducted with two groups of adults with and without experience of sports betting. The convenience sampling method was utilized to collect data from 300 samples of on-line community users. First, there were significant differences in sports consumption behavior based on the experience of participating in sports betting($t=7.704$, $p<.001$), and it was found that the experienced person showed higher tendencies($M=2.81$) in sports consumption behavior than non-experienced person($M=1.94$). Second, sports betting participation behavior had a partially positive influence on sports consumption behavior($\beta=.837$, $p<.001$). Third, there were significant differences in sports betting participation behavior except participation period according to sports betting addiction tendency($F=7.129$, $p<.001$). Fourth, there were significant differences in sports consumption behavior according to sports betting addiction tendency($F=16.604$, $p<.001$). Despite its great achievements in sport industry, sports betting has been hampered by various regulations due to its negative images. This study demonstrates the industrial value of sports betting, which can contribute to promoting sports consumption behavior. The finding also suggests the possibility of sports betting as a sound leisure activity. Nevertheless, as revealed in this study, sports betting cannot be free from controversy over gambling addiction. Therefore, in order to induce sound participation, appropriate institutional safeguards should be preceded before promoting sports betting.

Disentangling the Effects of Job Stress, Supervisor Support, and Job Satisfaction on the Organizational Turnover Intentions of NCAA Employees during the COVID-19 Pandemic

Michael Sagas, University of Florida
Elodie Wendling, University of Florida

20-minute oral presentation (including questions)
Management
Management 21

Organizational Behavior
Saturday, June 4, 2022, 2:45 PM - 3:05 PM

The impact of the COVID-19 pandemic on work were significant in many employment sectors, including the sports industry (Pierce, 2021). As vaccine administrations became widely available in 2021, many organizations announced their post-pandemic return protocols, which were answered with widespread increases in resignations, leading to what has been called the “Great Resignation.” Some of the most frequently cited pressures driving this trend include burnout, remote work difficulties, and job stress (Klotz, 2021). It is unclear to what extent similar worker shortages plagued the sport industry; however, the challenging working conditions of sport industry professionals during COVID were similar to those documented by other work sectors (Global Sports, 2020).

The primary aim of this study was to assess the impacts that ‘job stress’ (STR) played on ‘organizational turnover intentions’ (TI) of National Collegiate Athletic Association (NCAA) employees 16-months into the pandemic crisis (July 2021). We also aimed to examine if ‘job satisfaction’ (SAT) and ‘supervisor support’ (SS) played a role in reducing the negative effects of STR on TI, while controlling for ten factors that have been cited as increasing employee shortages (e.g., inflexibility, workloads, job insecurity). We framed study hypotheses using Job Demand-Resources and Social Exchange theories, which predicted that high job demands lead to strains and subsequent negative work outcomes (Bakker & Deerpouti, 2007). Central to these concepts are key resources such as SS that can have protective properties to negative work outcomes (Cropanzano & Mitchel, 2005).

Data was collected through an online survey sent via email that solicited responses from over 3,000 NCAA Division I academic service professionals. Respondents that experienced work location displacements during COVID and were employed with the same athletic department pre-pandemic were retained ($n = 365$). We used Partial Least Squares Structural Equation Modeling to assess a measurement model and structural model that tested nine hypotheses. Following a step-by-step process, we tested four models to assess the mediating role of SS and SAT in lessening the effect of STR on TI (Klarner et al., 2013). Composite reliabilities, convergent and discriminant validity were supported.

Introducing each mediator separately, we found that STR and TI was fully mediated by SAT (i.e., $.26$; $p < .001$) and partially mediated by SS (i.e., $.15$; $p < .001$) with a relatively strong variance accounted for level of 40.37% . While STR was directly related to TI ($\beta = .37$, $p < .001$) when the mediators were not part of the model, this relationship became insignificant ($\beta = .07$; $p = .18$) once the joint effects of the two mediators were tested, demonstrating the full mediating role of SS and SAT on the relationship between STR and TI. In addition to obtaining a very good predictive power of the full model with an R^2 of $.56$, large effect sizes were also observed between SS and SAT ($f^2 = .30$) and SAT and TI ($f^2 = .48$). Ascertaining that supervisor support played a critical role in sustaining employee satisfaction throughout the pandemic should prove fruitful toward enhancing employee retention and the quality of post-pandemic sport workplaces.

Myth behind Delightful Grind: Deciphering the Meaning of Involvement and Membership at a Collegiate Rowing Club

Yang Xu, Florida State University

James Du, Florida State University ADVISOR

Jeffrey James, Florida State University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 21

Motivation

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

Club sport is embedded in the cultural fabric of college life, providing hedonic, intellectual, and health benefits to participants (Du et al., 2020; Lower-Hoppe et al., 2021). However, previous research investigating club sport involvement has predominantly focused on pleasure-laden leisure featuring light-to-moderate physical challenges (Czekanski & Lower, 2019). Whereas the myth behind involvement in physically demanding leisure that is humdrum in nature remains underexplored. Furthermore, scholarly efforts articulating the motives for a systematic pursuit of such serious leisure activities remain scarce (Stebbins, 2006). Hence, we aim to expand the scope of knowledge through investigating motivational basis and outcomes of involvement in club rowing, a form of physically demanding leisure embodied with serious qualities and filled with repetitive and routine actions (Beaton & Funk, 2008).

The current research was drawn upon the Self-determination Theory (SDT; Ryan & Deci, 2002). SDT posits that humans have three essential needs, including the need for volition and psychological freedom (i.e., autonomy), feelings of efficacy (i.e., competence), and a sense of connection to other individuals (i.e., relatedness). Ryan and Deci (2017) argue that instead of hedonic fulfillment, individuals' well-being relies on the sense of being fully functioning derived from fulfillment of the three essential needs. Such a propensity in human nature motivates individuals to engage in behaviors that offer opportunities to fulfill crucial needs. To make sense of club rowers' sport involvement, the following research questions were proposed:

- RQ1: How do rowers negotiate the demanding nature of the program and maintain club membership?
- RQ2: Do rowers derive the sense of being fully functioning from club participation?

A student-run collegiate rowing club with 41 active members was adopted as the research context. Practice sessions are scheduled at 5:30 am on every weekday, with occasional out-of-town travel for races. An ethnography was conducted by attending 17 practice sessions as a volunteer assistant coach. Data acquired from fieldnotes and interviews with rowers were developed into codes and themes using qualitative content analysis (Pizzo et al., 2020).

Findings revealed that rowers in varsity and novice crew negotiated the demanding nature of sport through encouragement derived from life management, self-actualization, and camaraderie. The demanding practice schedule prompted rowers to use time efficiently, eat healthily, and give up nightlife (life management). They experienced improvements in academic performance following their initial membership due to living a self-regulated life, which also led to a sense of accomplishment on top of their goal-achievement on the water (self-actualization).

The rowers widely acknowledged an optimal group dynamic featuring mutual caring between each other in the club (camaraderie). Collectively, the emerged themes indicated fulfillment of the need for autonomy, competence, and relatedness through club participation, which resulted in the state of fully functioning and subsequently maintained involvement.

What are Sport Consumers Talking About? Topic Modeling for Brand-Affiliated Twitter Content

Liz Wanless, Ohio University

Heather Kennedy, University of Massachusetts - Boston

Ann Pegoraro, University of Guelph

20-minute oral presentation (including questions)

Method

Method 1

Other

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

The basis of this paper is the application of a natural language processing (NLP) probabilistic topic modeling algorithm, Latent Dirichlet Allocation (LDA; Blei et al., 2003), to reveal conversation topics in large volumes of brand-affiliated sport social media textual data. Specifically, this paper leverages LDA to derive latent WNBA conversation topics among Twitter users over the course of the 2020 season that saw phenomenal growth for the league (Nemchock, 2020). This empirical investigation introduces LDA to sport management research methods, while also exploring user-generated social media conversations during a critical moment for the WNBA.

Sport management literature has seen an uptick in social media research over the last decade as social media has become integral to strategic communication within the sport landscape (Abeza, et al., 2015). Existing sport social media research provides important insights into both strategic and operational use of the mediums as well as fan patterns and psychology (Filo et al., 2015). Methodologically, sport social media scholarship largely harnessed content analysis as method, most frequently involving manual data coding (e.g., Parganas et al., 2015; Watkins & Lee, 2016). The qualitative and resource-intensive nature of manual text analysis limits the volume of data that can be considered, thereby restricting study findings (Albalawi et al., 2020). NLP algorithmic developments create an opportunity to analyze the vast amount of available textual data (Liu et al., 2017; Ramage et al., 2009) thus providing a platform to extend existing sport social media research. Topic modeling, the process by which NLP algorithms are designed to locate collections of words representing topics, has been harnessed by researchers to condense themes of large-volume texts in both long (e.g., books) and short (e.g., Twitter) forms (Albalawi et al., 2020). The LDA topic model algorithm has been utilized as an academic research method across a variety disciplines from health sciences (e.g., Guo et al., 2021) to economics (e.g., Majumdar & Bose, 2019) for revealing conversation topics in short-form social media settings.

Utilizing LDA, this paper explored topics generated from WNBA Twitter users over the course of the 2020 season. In January 2021, a custom web scraper gathered 136,000 publicly available WNBA-affiliated tweets between June 15, 2020 (when the plan for the shortened WNBA season was approved) and October 15, 2020 (approximately one week following the end of the season). The web scraper was designed to identify tweets that contained the phrase “WNBA”, which included its variations such as #WNBA and @WNBA. The complete process for LDA application from data preprocessing (e.g., removing non-English tweets, stop words, punctuation and URL’s, tokenizing, creating bigrams and trigrams, lemmatizing, and removing most and least frequent words; Albalawi et al., 2020; Liu et al., 2017) to model evaluation (e.g., topic coherence and domain knowledge; Liu et al., 2017) will be presented. Resulting topic findings will be contextualized within the growing bodies of literature developing and demonstrating topic modeling techniques, advancing social media in sport, and investigating the WNBA. Implications for theory and practice will be discussed at the conference.

Student Motivation in an Online Course: Creating Opportunities for Choice

Tiffany Edgar, Wayne State University

20-minute oral presentation (including questions)

Teaching/Learning

Teaching/Learning 3

Learning (including online)

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

Designing courses to motivate learners in the online, asynchronous classroom can be challenging. While extrinsic motivation has its place in learning, such as the final grade earned in a course, intrinsic motivation and achieving personal goals can generate a strong interest in course content and persistence (Stavredes, 2011). The purpose of this presentation is to share how creating an online course that promotes intrinsic motivation, specifically the internal locus of control and self-efficacy, puts the student in charge of their success or failure in a course. The internal locus of control is reflected in a student who believes they are in control of their successes and failures, while self-efficacy occurs when students have control over their own motivation (Stavredes, 2011). Students who believe they have individual control over their success coupled with a belief in their own success, are more likely to so succeed in online learning (Stavredes, 2011).

In an effort to help students build intrinsic motivation and to perceive an online, asynchronous, course through the lenses of internal locus of control and self-efficacy, developing opportunities for choice, revision of coursework, and regular feedback were implemented into an online graduate-level introduction to sport administration course. Using the concept of cafeteria-style grading, students were allowed to choose which assignments they wanted to complete throughout the semester (Hanewicz, Platt, & Arendt's, 2017). Then, depending on the number of points earned on each assignment, students had the choice to revise their work based on the constructive feedback and resubmit their work to further expand their learning.

Beginning in the fall 2021 semester, coursework was divided into four categories focusing on the main themes of the learning outcomes, 1) Green: academic-specific content, 2) Gold: individual professional preparation materials, 3) Orange: conversations on topics within the sport industry using the discussion board tool, and 4) Blue: case study project for graduate-level students only. For each category, students had to earn a minimum number of points for an A-grade, B-grade, C-grade, and below. While students only needed to reach a certain point number for each category, points were available in each category far beyond the minimum required. Over the course of the semester, students will be asked to provide feedback on the course design, motivation to complete coursework chosen, instructor-to-student feedback, and overall motivation towards course completion.

In this proposed presentation the following will be shared, 1) the course design, 2) provide an overview of the concept of cafeteria-style grading, and 3) discuss the feedback students provided regarding the course design and their motivation for coursework, revising assignments based on feedback provided by the instructor and towards final completion of the course.

A brave new world: Exploring NIL changes through a “fruits of labor” justification

John Grady, University of South Carolina

20-minute oral presentation (including questions)

Law

Law 1

Other

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

The right of publicity is “the inherent right of every human being to control the commercial use of his identity” and used primarily by professional athletes and celebrities to control use of their image (McCarthy, 2016, 1:3). While there are several economic justifications for asserting intellectual property protection over one’s name, image and likeness (NIL), an often-cited justification asserts that individuals are entitled to control the “fruits of their labor” (Locke, 1690). As of 2021, NCAA policy changes allow college athletes to be compensated for use of their NIL, regardless of whether their state has an NIL law (NCAA, 2021). To date, around 23 states have enacted NIL legislation, with another 20 states considering pending legislation (Business of College Sports, 2021). This new right is legally cognizable by current college athletes, within the legal boundaries of revised NCAA policy as of July 2021 and subject to new NIL statutory protections in several states. As college athletes can now seek endorsement relationships to capitalize on their publicity rights, this legal evolution closely mirrors the judicial evolution of right of publicity in professional sports with its rich case law. The purpose of this research was first to explore how recent statutory changes to NIL align with existing legal theories of intellectual property protection to provide both economic incentives and greater control to NCAA athletes, and second to analyze how “fruits of your labor” provides a robust legal justification for extending such protections to college athletes.

The NCAA has long grappled with the legal realities that these amateur student athletes for major athletic programs have commercial value and the practical reality that they deserve to be compensated. As the EA Sports video game litigation suggested (In re Student Name & Likeness Licensing Litigation, 2013) and the Alston v. NCAA (2021) court helped reaffirm, the NCAA could no longer build its financial enterprise to solely exclude athletes from the economic benefiting and there was a legal reckoning that preserving amateurism no longer was a sufficient legal justification to deny the reality that student athletes could not or should not be paid for use of their NIL.

In response to the most recent judicial rebuff of the collegiate model in Alston (2021) and the resulting state laws enacted, unprecedented changes have occurred, even 100 days into the “NIL era,” which have had myriad legal and policy implications. The current system has created unanticipated legal and regulatory challenges for athletic compliance departments and raised concerns that the current system will create an unequal playing field, (Scharf, 2021).

This presentation will apply a “fruits of your labor” justification to analyze the legal roadmap by which NCAA athletes gained NIL rights and will use case law and intellectual property theories to illustrate how recent NIL statutory changes and NCAA policies have evolved to now give college athletes these new rights. This research advances intellectual property theory development in sport to better understand what role NIL changes may play in shaping the future of the collegiate athletics endorsement landscape.

You raise me up: How vicarious achievement affects sport fans' motivational strengths

Namkyeong Jang, Seoul National University
Se Young Jung, Seoul National University
Yuseung Doh, Seoul National University
Jiho Lee, Seoul National University
Yukyoun Kim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 22

Consumer Behavior

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

Vicarious experience has become a part of our life. This social change has led to the increase in need for research of human effects on others. Previous studies on vicarious achievement in sport management have simply utilized vicarious achievement as one of many motivation factors that positively influence sport consumption. Although these studies provide valuable knowledge in terms of predicting fan behavior and the appeal of sports, they are limited in the sense that they explore the effects of vicarious achievement solely as a temporary hedonic experience. Furthermore, they do not offer insights as to how to harness the positive aspects of vicarious achievement to positively impact the lives of sport fans on a higher-order level or through more long-term benefits. Thus, investigating whether sport fans' motivational strengths can be improved through a team or player's achievement may add to the value of sport consumption.

Fredrickson (1998) proposed the broaden and build theory, revealing the principles and mechanisms that positive emotions work beneficial to individual behavior and life. According to the broaden and build theory, positive emotions, even if temporary, function to expand the repertoire of visual attention and activities by promoting cognitive activation. The expansion function of positive emotions contributes to the formation of individual physical, intellectual, social, and psychological resources by promoting flexible thinking in daily life and accumulating benefits from numerous short-term expansion experiences to establish resources. On this notion, vicarious achievement is deemed to have affect the strengths that aid in the achievement of goals. This study proposes three components of vicarious achievement: achievement emotions, achievement memory, achievement simulation. Nine strengths are then categorized into ego-based (Self-efficacy, Self-esteem, Resilience), activity-based (Flow, Vitality, Commitment), future-oriented (Self-control, Optimism, Hope). The hypotheses are as follows:

- H1. Vicarious achievement will affect sport fans' ego-based strengths
- H2. Vicarious achievement will affect sport fans' activity-based strengths
- H3. Vicarious achievement will affect sport fans' future-oriented strengths

University students who regularly watch sports were recruited as participants through online survey. A final sample of 135 responses was used for data analysis. Partial Least Square Structural Equation Modeling was used to analyze the data. Average Variance Extracted values ranging from .60 to .76 and reliability coefficients ranging from .83 for vitality .92 for hope. The discriminant validity of measures was confirmed by comparing the square root of AVE values with the construct correlations, where all AVEs exceeded inter-construct correlations. Analysis of the path coefficients indicated that Vicarious achievement significantly influenced ego-based strengths ($\hat{\beta}=.34$), activity-based strengths ($\hat{\beta}=.49$), future-oriented strengths ($\hat{\beta}=.40$).

The concept of vicarious achievement has only been utilized to examine the motivation of sports fans to attend sporting events. However, in this study, based on Broaden and Build theory (Fredrickson, 1998), it was confirmed that achievement emotions, and memory and simulation of one's achievement, even if it is the achievement of others, influence sport fans' motivational strengths. This study can stand as another basis where sport consumption enriches the life of an individual through the fulfillment of one's goal.

SportsGen: A Proposed Model and Analysis of Sport Generational Frameworks

Mark Lyberger, Kent State University

Brian Yim, Kent State University

Curtis Good, Kent State University

Larry McCarthy, Seton Hall University

20-minute oral presentation (including questions)

Marketing

Marketing 24

Consumer Behavior

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

In 2018, Charles Taylor, Editor of the International Journal of Advertising articulated a call for more research on how various generations engage in consumption behavior. The call documented the dearth of studies that investigate generational consumption schemata, and how the generations we refer to are poorly defined and somewhat nebulous. Taylor (2018) noted the need to clearly define the generational group of reference, its consumption schemata, and to conduct analysis that examines the degree within and between group differences.

Emile Littre' provided one of the first definitions of generation in 1863, defining it as those living, more or less, at the same time (Wohl, 1979). Generational Cohort Theory, anchored in sociology, considers an individual, specifically between 17 and 23, who experience the same historical, social, cultural, political, and economic events - share common core values and behaviors over the course of their lives (Mannheim, 1952).

Researchers note that generational cohort experiences, beliefs, core values, attitudes and preferences, shape behaviors and provide more in-depth profiles of segments and understanding of buying decisions (Strauss and Howe, 2000). Consumers perceive product benefits via personal consumption values and consumption schemata (Day, 1990). There is expectation before purchase, evaluation at time of purchase, and value actualization in consumption/procession. Perceived value is defined as a surplus between perceived customer value, perceived benefits, and costs.

In generational marketing context, marketers often use generational cohort as profiles of segment and adapt goods/services and other components of the marketing mix to approach specific generations. There are several effects that are associate with generational differences: 1) Life Cycle, of Age, Effect (e.g., as you age you tend to be more active in voting regardless of generation); 2) Period Effect (e.g., COVID-19's affects people no matter generation affiliation); and 3) Cohort Effect (e.g., those who experienced shared watershed events in their adolescents will be impacted/bond differently) (Pew Research Center, 2015).

Although the members of a generation experience same events, they may interpret them differently based on their values, implying each generation is not homogenous (Mannheim, 1952). Our proposed model suggests that sport fan generations (i.e., Baby Boomers, Generation-X, and Millennials) will show different values and consumption behaviors, but their individual value will mediate between generational values and their sport consumption behaviors. The presentation will introduce a model framework for assessing consumption schemata and values of sports fans across generations. The presentation will focus on establishing typologies of consumers in each generation and highlight the main differences that characterize each cohort influence values and consumption behavior. The model will help guide both within (one generation) and between group (multi-generational) frameworks.

One of the challenges of new economy is integrate consumption behavior, knowledge, and interfirm relationships to create fit between companies, competencies and consumers. New approaches require complex reflection of what generations involve and how use differs from age-based segmentation. Items such as generational marketing - adapting goods/services and other components of the marketing mix to a specific generation, have value, but there is a need to quantify generational distinctiveness and consumer decision making.

The effect of Ad-Evoked Nostalgia on Attitude, Emotions and Supporting Behavior

Junemin Rhi, Seoul National University

Sojung Lee, Seoul National University

Joon-Ho Kang, Seoul National University ADVISOR

Yukyoun Kim, Seoul National University ADVISOR

20-minute oral presentation (including questions)

Marketing

Marketing 23

Consumer Behavior

Saturday, June 4, 2022, 2:45 PM - 3:05 PM

Nostalgia is an emotion for the past, which is typically associated with people, period, or place with positive personal associations. Nostalgia is a unique and powerful emotion that can play critical role in judgement and decision making. Nostalgia has been found to have impacts on assessment and behavioral choices of experiential consumption. Yet, there is a limited research on how nostalgic emotion affect sports fans. Therefore, it will be worthwhile to examine the role of nostalgia in sport consumptions. The purpose of this study is to investigate the impacts of ad-evoked nostalgia on post-game attitude toward, emotions for and intention to support for national soccer team.

Previous studies on consumer behavior and emotions suggested fans who experience nostalgia, which is considered a positive emotion, will strengthen or alleviate the emotions caused by the defeat of the team they support. Thus Hypothesis 1 is Nostalgia will have positive influence on fans' consumption emotions.

Advertisement literature uncovered that ad-evoked emotions plays an important role on explaining how advertisement affects consumers' attitude and willingness of future behavior. Nostalgia studies also found that nostalgia has positive effects on donation intention, creativity, and patience for service delays. Thus, Hypothesis 2 predicts ad-evoked nostalgia will have positive effects on attitude toward the sport team and likelihood of future supporting behavior.

In Study 1, 208 fans were randomly assigned into two groups of winning and losing cases. Each group was divided into two such that one part was exposed to nostalgic team advertisement and the other part was not. ANCOVA analysis showed that if the supporting team is defeated, fans who experienced nostalgic stimulation, have higher positive feelings compared to those who did not watch such nostalgic contents ($F = 10.43, p < .01$). In study 2, nostalgic feeling positively affects attitude toward the team ($\beta = .392, p < .001$) and the likelihood of supporting behavior ($\beta = .251, p < .001$). The key findings of this study are as follows. First, nostalgia strengthens the positive feelings of even fans for losing team. Second, nostalgic advertisement has a positive influence on attitudes toward the team and fan's behavioral intentions regardless of the game results.

In this study it is found that the process of incidental emotions being involved in cognition and affecting decision making can also be applied to sports fans' nostalgia. In sporting world, one cannot fully control the outcome of the core product, the game itself. Hence, communication strategies through marketing messages or contents using Nostalgia should be utilized. This study is one of the first attempt to identify the impact of sports fan's nostalgic feelings on their emotions and decision, and attempt to provide a rudimentary theoretical contribution to sport marketing literature.

Putting the “game” back in gamification: An iterative approach to teaching sport and social issues

Randall J. Griffiths, University of the Incarnate Word

Jacob K. Tingle, Trinity University

Emily S. Sparvero, The University of Texas at Austin

60-minute symposium, roundtable, or workshop

Teaching/Learning

Symposium 2

Other

Saturday, June 4, 2022, 3:25 PM - 4:25 PM

Gamified applications in college courses are growing in popularity due to their ability to motivate students and enhance learning (Kapp, 2014). Although current emphasis has been on the adaptation of video game elements, non-virtual game designs have similar potential to accomplish the pedagogical objectives. Deterding et al. (2011) defines gamification as “the use of game design elements in non-game contexts” (p. 10). Similarly, Kapp (2014) notes that gamification “facilitates learning and encourages motivation using game elements, mechanics and game-based thinking to engage people, motivate action, promote learning, and solve problems” (p. 42). These definitions of gamification suggest that a broad range of game elements can be applied in the higher education classroom. In this workshop, the authors demonstrate how the traditional board game, Life, can be embedded within the sport management curriculum to optimize student mastery of topics related to social issues in sport. Furthermore, the workshop will show how non-digital gamification can align with meaningful experiential learning (EL).

The workshop begins with participants playing the Game of Life which has been modified to fit the overall goals of a Sport in Society course. This first iteration of gamified unit content incorporates Nicholson’s (2012) six elements for meaningful gamification: (1) the freedom to explore and fail within boundaries; (2) the opportunity to create stories that are integrated with a real world setting; (3) giving participants power to choose the path to accomplishing their goals; (4) providing information to enhance mastery of course concepts; (5) encouraging engagement with course material and peers; and (6) creating opportunities for reflection. For example, the original game board begins with a decision between attending college and taking a job. The gamified version adds elements for high school sport and spaces for injury and intentionally differential opportunities for male, female, transgender, and non-binary athletes. Additional modifications aligned with sport sociology concepts across the lifespan, such as investing income and dealing with unforeseen career setbacks are present.

The gamified experience presented in this workshop is consistent with Gen Z students’ expectation that faculty meet their preferences for EL (Cohen & Nite, 2018). In the last five years, EL programs have proliferated and they commonly use Kolb’s (1984) EL model. This model describes learning as a cycle of concrete experience, reflective observation, abstract conceptualization, and active experimentation. As a cycle, this model depends on each stage tightly coupled with the next stage, neither having a defined beginning or end (Kosnik et al., 2013). Although gamification that follows Nicholson’s six elements includes opportunities for the experience and reflection elements of the model it falls short of completing Kolb’s cycle.

Workshop participants, like the students in our classes, will engage in developing a second iteration of the game. This version of the game is constructed through a meta-analysis of the rules in consideration and understanding of course materials. This analysis of how the current game can be adapted to better represent course materials completes the remaining two steps, abstraction and experimentation, of Kolb’s (1984) cycle.

Text mining in sport management research

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

60-minute symposium, roundtable, or workshop

Method

Symposium 2

Other

Saturday, June 4, 2022, 3:25 PM - 4:25 PM

Almost all professional sport teams, international sport governing bodies, collegiate athletics departments, and non-profit sport organizations have embraced digital technology to interact with various stakeholders (Abeza et al., 2015; Filo et al., 2015; Pedersen, 2013; Watanabe et al., 2016). This dynamic interaction fuels circulation of sport-related content spread through digital channels (e.g., social media posts, user discussion forums, and blogs) across various levels, which, in turn, allows sport organizations to be situated in a data-rich environment (Mamo & Andrew, 2021). Wedel and Kannan (2016) describe a data-rich environment as structured and/or unstructured data generated from consumers, firms' digital communication channels, and content produced from customer to firm. Despite the overwhelming availability of data in the sport sphere, which can potentially be used to inform business decisions, and for other practical purposes, there has been comparatively little sport management dialogue regarding analyzing unstructured data (Mamo et al., 2021; Watanabe et al., 2021).

In this sense, the conversations and dialogues of modern analytical techniques such as text mining may present opportunities to create, retain, and transfer knowledge across different domains of sport management. Text mining or Natural Language Processing (NLP) holds great potential to automatically extract data from large amounts of textual data to capture key concepts, trends, and hidden relationships (Berger et al., 2019; Humphrey & Wang, 2018). Much of the unstructured data come in the form of text that is too large or complex to employ traditional data-processing, and thus, researchers interested in understanding text will need to familiarize themselves with text mining techniques. Whether exploring business intelligence, consumer segmentation, fan engagement, corporate social responsibility, or communication strategies, text mining techniques can provide vital insights for sport management scholars. Thus, the purpose of this workshop is an introductory session covering the basics of text mining concepts and techniques, major algorithms and their potential applications in research.

Specifically, we will discuss the following:

- Information extraction
- Data preprocessing
- Exploring the overall dataset using descriptive statistics and data visualization
- Performing a text analysis to identify topics
- Dictionary-based and Machine learning
- Classification
- Topic discoveries
- Interpret and analyze the results
- Validate results

Potential future research directions

This 60-minute workshop will be intended to describe the new data sources (e.g., private, community, public) and expose the participants to available scraping techniques to access data. Following this introduction, we will provide a detailed review of text mining, including what it is, what is possible, and how it is being used for sport management research. In addition, we will provide a list of best practice recommendations for researchers who are new to NLP. Then, the workshop will progress to hands-on activities where participants compare traditional text analysis vs. automated text mining. Materials will be made available to workshop participants (including all code and sample datasets). While we will use actual R and Python code during the workshop, no prior knowledge of programming language is required. Time will be allocated for audience members to share their experiences on text mining use and application.

**Strategies for recruiting underrepresented racial minorities into sport management programs: A Workshop
Sponsored by the Diversity and Inclusion Committee**

Jeff MacCharles, Michigan State University

Tiesha Martin, Radford University

NaRi Shin, University of Connecticut

Robert Turick, NCAA

Cynthia Veraldo, Mount St. Joseph University

60-minute symposium, roundtable, or workshop

Socio-Cultural

Symposium 2

Diversity

Saturday, June 4, 2022, 3:25 PM - 4:25 PM

During his Dr. Earle F. Zeigler Award Lecture, Cunningham (2014) argued “,Äö√Ñ–øwe all have a stake in ensuring sport is inclusive and socially just” (p. 1). Just as underrepresented racial minorities (URMs) have difficulty gaining access to certain coaching and administrative positions [see race and gender report cards produced by The Institute for Diversity and Ethics in Sport (TIDES)], they may struggle to find funded graduate education opportunities in sport management - especially at the doctoral-level. Ecton et al. (2021) highlighted how funding issues, which are common for URMs in education, can lead to mental health issues and dissatisfaction with their educational experience. Sethna (2011) found “African-Americans with master’s degrees are earning doctorates at a rate far below that of Whites and of each of the other minority groups” (p. 9). Prior to graduate school, URMs may struggle to feel valued and/or welcomed in undergraduate sport management programs. To that end, the purpose of this workshop is to discuss the best practice strategies for recruiting URMs into the field of sport management - at both the undergraduate- and graduate-levels.

Almost 15 years ago, Jones et al. (2008) reviewed sport management faculty profiles of 50 programs and found a lack of racial and gender diversity among sport management faculty. Nearly half of the programs reported no faculty members who were non-White males. When asking sport management faculty to identify critical issues in the field, one of the top concerns was the lack of women and racial/ethnic minority faculty. In terms of a possible student pipeline, more than 80 percent of the sport management programs reported having racial/ethnic diversity student-demographics below 20 percent (Jones et al., 2008). Brooks et al. (2013), in their paper discussing why kinesiology-related programs should care about diversity, shared “It is anticipated that the increase in ethnic minority students and faculty will have an impact on the recruitment and retention of a diverse faculty, staff, students, and administrators” (p. 145). Outside of sport management, the lack of URMs in STEM (Burgess, 1997; Callahan et al., 2017; George Mwangi et al., 2016; Grindstaff & Mascarenhas, 2019) and student affairs (Olson, 1988) has also received attention. Those studies attribute the lack of URMs in those fields to be the result of biased admissions criteria, international recruiting foci, microaggressions, self-efficacy, and stereotype threat.

During this workshop, organizers will:

- Discuss recruiting challenges for sport management programs in different schools/colleges (e.g., business, health, education, tourism, etc.).
- Highlight how funded undergraduate research positions can be used as a recruitment tool.
- Offer suggestions for forming collaborations/partnerships that could create pipelines for bringing URM students into sport management.
- Provide a handout resource that lists all AANAPISI, HBCU, and HSI that have sport management programs.
- Provide reflections from sport management program coordinators around effective recruitment strategies they have utilized.

We intend this workshop to be the first in a three-part series, with future virtual sessions, to be scheduled for later in the year, discussing ‘mentoring strategies’ and ‘retention strategies’ for students from URM groups currently enrolled in sport management programs.

Social Media as an Agent of Change in Sport

Abeza Gashaw, Towson University

Rebecca Achen, Pacific

Beth Cianfrone, Georgia State

Evan Frederick, Louisville

Yoseph Mamo, Tennessee State

Norm O'Reilly, Maine

Jimmy Sanderson, Texas Tech

Yiran Su, Georgia

David Wagner, Munich Business School

60-minute symposium, roundtable, or workshop

Marketing

Symposium 2

Other

Saturday, June 4, 2022, 3:25 PM - 4:25 PM

This symposium focuses on social media, and its role in sport. Social media, whether one engages with some, many, or none of its platforms, is a ubiquitous feature of contemporary life. Major platforms, such as Facebook, YouTube, WeChat, and Instagram, each with over a billion active users, have come to define the mainstream of online communications. However, lesser but still heavily “populated” platforms such as TikTok, Sina Weibo, Snapchat, Reddit, Pinterest, and Twitter all swing considerable weight as well, each with over 300 million active users (Statistica, 2021). In sport like many high interest areas of modern life, social media is always in the face of fans, players, administrators, coaches, owners, executives, sponsors, and really any stakeholder in the industry. In a way, it is the new “prime time”, having eclipsed sport networks and sports news publications as the primary point of interaction with many sports. If one wants to socialize or connect around their favorite team, athlete, league, association or coach, social media is a convenient meeting place. If one wants to market products or services in a targeted way to fans or participants in sport, social media has become one of the most potent and powerful tools in one’s kit. Both sport organizations and their fans can use it. Sponsors and their ambushers use it. Indeed, if one wants to disrupt the communications of others or distort facts, social media is at your service. Both benign and malignant, there is little doubt that social media, with its powers to strategically target, engage, and build collective action, is a media form unlike any that we have seen before in the sport industry.

This symposium put on by the editors and authors of a recent book on social media in sport and will touch on a variety of topics driven by previous studies, author experience, interview input and secondary data analysis, that show the profound impact that social media has had and is continuing to have on the sport industry. This includes online communities formed around social media, the use of social media by both major and minor sports, the role that social media is playing in the decisions of major sport industry stakeholders, the ability of social media to drive data collection and management, social media as a relationship marketing tool, social media as a brand developer, social media and sponsorship activation, social media and crisis management, the role social media can play in diversity, equity and inclusion, and finally social media as a driver of revenues for sport organizations, players and coaches. Presenters will discuss how research in the social media space interacts across disciplines and potential avenues for future inquiry as the novelty of social media is no longer adequate to justify its use in the sport industry. Researchers and practitioners need fresh perspectives to enhance our understanding of how social media, sport, and society intersect and influence each other.

Post-Covid Lessons For Sport Mangement: The Future Of The Academy And Industry

Robert Baker, George Mason University

James Strode, Ohio University

Pam Baker, George Mason University

Andy Gillentine, University of South Carolina

Jennifer McGarry, University of Connecticut

Lynn Ridinger, Old Dominion University

Donna Pastore, Ohio State University

60-minute symposium, roundtable, or workshop

Management

Symposium 2

Other

Saturday, June 4, 2022, 3:25 PM - 4:25 PM

Crises can beget opportunity (Brockner & James, 2008; Papadakis, Kaloghirou & Iatrelli, 1999). In higher education and sport, the opportunity to reevaluate, reimagine, and revise how business is conducted is awaiting action. A global disruption of unparalleled proportions due to the COVID-19 pandemic has challenged sport management programs to embrace what will continually evolve into the new normal. Employing transformational tactics will enable institutions to emerge better prepared to face the future (Boggs, Boroditsky, Krishnan, & Sarakatsann, 2021).

This session examines how sport management as an academic field and profession have been impacted by the pandemic, and how to proceed as we emerge from the pandemic by tackling such questions as: a) what lessons have we learned?, b) what changes should we keep or expand?, c) what changes should we alter or abandon?, and d) how will academe and sport be changed going forward? The session also provides innovative strategies to maximize post-COVID recovery, revitalization and future successes.

There are myriad post-pandemic impacts on the higher education and sport sectors (MacIntosh 2020). It is possible that COVID will be the impetus for upheaval, disruption, reform, and change as the pandemic forced us to leave past traditions and imagine a new world (Roy, 2020). We have seen this in the sport industry, as organizations had to be creative to generate revenue and maintain fan interest. These changes are unlikely to be a “mere bump in the well-worn higher education road” (Ewing, 2020). Higher education has experienced a digital transformation as an outcome of COVID-19 (Lee & Han, 2021). Pivoting to online modalities to ensure instructional continuity, academic institutions embraced new technologies, instructional design elements, and emerging challenges to meet evolving student needs. In sport management programs where experiential learning is central, instructors had to be creative to ensure students left with the requisite skills for employment. Additionally, equity and inclusion issues affiliated with the pandemic emerged such as access to the necessary technologies (Ewing, 2020; Neuwirth, Jovic, & Makherji, 2020)

Higher education and sport are service-oriented enterprises. Sport management programs play a role in the evolution of both the higher education and sport sectors. Graduates will be entering a newly conceived sport industry. They must enter the workforce prepared to meet new challenges and become change agents where needed. Stakeholders’ perspectives on remote modalities, digitalization of operations, and working from home must be considered (Ewing, 2020). As work-from-home becomes work-from-anywhere, hybrid becomes the workplace norm, and organizations seek to meet the need for flexible work, higher education must evolve while still meeting its core mission (Prossack, 2021). This session will explore how to best position your institution, program, students, and yourself to succeed in the post COVID environment.

What is Blackness to Sport Management? Reckoning with Anti-Black Racism in the Field

John Singer, Texas A&M University

Chen Chen, University of Connecticut

Nefertiti Walker, UMass Amherst

Nicole Melton, UMass Amherst

Kwame Agyemang, Ohio State University

60-minute symposium, roundtable, or workshop

Method

Symposium 2

Other

Saturday, June 4, 2022, 3:25 PM - 4:25 PM

This symposium arises from our recently accepted paper (Singer et al., forthcoming) in the *Journal of Sport Management*, titled “What is Blackness to Sport Management? The Manifestation of Anti-Black Racism in the Field”. Our paper can be seen as a direct response to the calls made by prominent sport management scholars (e.g., McGarry, 2020) and NASSM (2020) to address racial injustice in the field. More importantly, we wrote in response/relation to the collective “reckoning” of anti-Black violence in 2020 (Agyemang et al., 2020; ross, 2020), and in solidarity with the long historical traditions and contemporary, everyday actions of survival and resistance from the millions of unnamed members of Black, Indigenous, and other racialized communities across the world (Cooper, 1892; Douglass, 1852; DuBois, 1903; James, 2001; Robinson, 1983[2000]; Wynter, 1979). We seek to “call in” the field of sport management, while calling attention to the ways anti-Black racism has consumed every nook and cranny of the academy. Through observations, reflections, and interrogation of current literature and our own lived experiences as authors of this symposium, we illustrate the invisibility/marginality/erasure of Blackness in this body of knowledge and discuss the missed opportunities for sport management.

Building upon our paper and given the significance of Atlanta, GA in the history of Black resistance in the U.S., in this session, we invite our colleagues at NASSM to collectively reflect upon the manifestations of anti-Black racism in sport management. To start the session (10 mins), we as a team of scholars of various racial, ethnic, and national backgrounds, at different stages of our career in navigating the academy, will each share our personal pathways to the work of addressing anti-Blackness. Next (5 min), we will briefly introduce the theoretical framework and context that guided our project - specifically, settler colonialism (Chen & Mason, 2019; Dunbar-Ortiz, 2014; Tuck & Yang, 2012) and anti-Blackness ideologies (Bledsoe & Wright, 2019; Feagin, 2016; O’Bryant et al., 2021), which situates the sport industry’s complex history with racial inequities, violence, and injustices, both locally and globally (Carrington, 2010; Cooper, 2019; 2021). We then present the major findings of our manuscript (20 min), that is, the manifestations of anti-Blackness in the field sport management. In highlighting the invisibility, marginality, and erasure of Blackness in this body of knowledge and institutional spaces (Armstrong, 2011; McDowell et al., 2019; Singer, 2005; Vadeboncoeur et al., 2021), we discuss the repercussions of systemic Whiteness and the missed opportunities for sport management. With the hope that the field can transform itself towards a more inclusive intellectual space, representative of Black (and other racialized) voices, perspectives, experiences, and cultures, and accountable to rectifying the injustices implicated upon Black and other racialized bodies, we offer a set of recommendations (10 min) that we encourage our colleagues and up-and-coming intellectuals to consider. We will end the session by opening up the floor and inviting our participants to engage in a Q&A-format conversation (15 min).

Social Media Role Played Project In Planning And Implementation

Mei-Lin Yeh-Lane, American International College
Christopher Lane, Springfield Public Schools

60-minute symposium, roundtable, or workshop
Communication
Symposium 2

Social Media
Saturday, June 4, 2022, 3:25 PM - 4:25 PM

Social media is “architected by design to readily support participation, peer-to-peer conversation, and community” (Meraz, 2009, p. 682). According to Pew Research Center, seven out of ten American adults are using social media to connect with their social networks, to engage news content, and entertainment (2021). Social media is about “creating, sharing, and having conversation” (Sandeson & Yandle, 2015). Common methods individuals use social media include keeping up with friends, assisting with and talking about purchase decisions, accessing news and entertainment, sharing information, accessing reviews, and interacting with companies (Newman, Peck, Harris, and Wilhide, 2013). For companies and sport organizations, social media is an economical and trendy way to share their basic company information to generate awareness and exposure, to enhance customer service, to drive website traffic and subscribers, to improve research and monitoring, to generate ideas, and to improve sales (Newman, Peck, Harris, and Wilhide, 2013).

Although many students are familiar with using social media with their own social network - most students overlook the management perspectives for a brand to strategically engage in interactions with their existing and potential customers. The instructor designed a series of class projects for students to role play as a social media director in a sport organization. Students choose a sport brand or an organization, set up a brand’s social media strategic plan, create a practice Twitter Account, follow their classmates via Twitter, post and manage the media posts, and reflect their overall experience. Students had to come up with strategies to actively engage with their class networks during the process. Management of multiple social media platforms was also discussed leads up to the project. The goals of this presentation are to share a step-by-step social media project instruction and a task checklist. Attendees will walk away with social media project description, ideas, and challenges of incorporating a hands-on social media project in their own sport communication, or relevant subject/topic course.