

# Sports: Economic, Management, Marketing & Social Aspects

Abstract Book

From the 11<sup>th</sup> Annual International  
Conference on Sports: Economic,  
Management, Marketing & Social  
Aspects

11-14 July 2011,  
Athens, Greece.

Edited by Gregory T. Papanikos



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## Preface

This abstract book includes all the abstracts of the papers presented at the *11<sup>th</sup> Annual International Conference on Sports: Economic, Management, Marketing & Social Aspects, 11-13 July 2011* organized by the Athens Institute for Education and Research. In total there were 26 papers and 26 presenters, coming from 16 different countries (Australia, China, Colombia, Czech Republic, Germany, India, Iran, Ireland, Italy, Romania, South Africa, Spain, Trinidad and Tobago, Turkey, the United Kingdom and the United States of America). The conference was organized into 7 sessions that included areas such as Key Issues in Team Sports, Economic Aspects, Media & Technology in Sport, e.t.c. As it is the publication policy of the Institute, the papers presented in this conference will be considered for publication in one of the books of ATINER.

The Institute was established in 1995 as an independent academic organization with the mission to become a forum where academics and researchers from all over the world could meet in Athens and exchange ideas on their research and consider the future developments of their fields of study. Our mission is to make ATHENS a place where academics and researchers from all over the world meet to discuss the developments of their discipline and present their work. To serve this purpose, conferences are organized along the lines of well established and well defined scientific disciplines. In addition, interdisciplinary conferences are also organized because they serve the mission statement of the Institute. Since 1995, ATINER has organized more than 100 international conferences and has published over 100 books. Academically, the Institute is organized into four research divisions and nineteen research units. Each research unit organizes at least one annual conference and undertakes various small and large research projects.

I would like to thank all the participants, the members of the organizing and academic committee and most importantly the administration staff of ATINER for putting this conference together.

**Gregory T. Papanikos**  
**Director**



## FINAL CONFERENCE PROGRAM

**Athens Institute for Education and Research**  
**Human Development Research Division**  
**Research Unit of Sports**

**11th Annual International Conference on Sports:  
Economic, Management, Marketing & Social Aspects  
11-14 July 2011, Athens, Greece**

**Sponsored by  
The Panhellenic Association of Sports Economists & Managers  
(PASEM)**



**Conference Venue: St George Lycabettus Boutique Hotel, 2 Kleomenous Street,  
Kolonaki, Athens**

### **Organization and Scientific Committee**

- Dr. Gregory T. Papanikos, President, ATINER
- Mr. Vagelis Kritikos, President, PASEM.
- Dr. Nicholas Pappas, Vice-President of Academics, ATINER & Professor, Sam Houston State University, USA.
- Mr. Christos Anagnostopoulos, Head, Sports Research Unit of ATINER & Lecturer, Coventry University, U.K.
- Dr. Panagiota (Nota) Klentrou, Academic Member, ATINER & Professor, Brock University, Canada.
- Dr. Chris Sakellariou, Vice-President of Finance, ATINER & Associate Professor, Nanyang Technological University, Singapore.
- Dr. Margarita Kefalaki, Researcher ATINER.
- Ms. Lila Skountridaki, Researcher, ATINER & Ph.D. Student, University of Strathclyde, U.K.
- Ms. Gina M. Bondi, Researcher, ATINER.
- Mr. Apostolos Kotsaspyrou, Researcher, ATINER.

### **Administration**

Fani Balaska, Chantel Blanchette, Stavroula Kiritsi, Eirini Lentzou,  
Konstantinos Manolidis, Katerina Maraki & Sylia Sakka

## CONFERENCE PROGRAM

### **Monday, 11 July 2011**

**09:00-09:30 Registration**

**09:30-10:00 Welcome and Opening Remarks**

- Dr. Gregory T. Papanikos, President, ATINER.
- Mr. Christos Anagnostopoulos, Head, Sports Research Unit of ATINER & Lecturer, Coventry University, U.K.

#### **10:00-11:30 Session I: Economic Aspects**

**Chair:** Papanikos, G.T., President, ATINER & Visiting Professor, University of Strathclyde, U.K.

1. Davakos, H., Director, The Citadel, USA. Economic Impact of the Cooper River Bridge Run.
2. Kotab, J., Ph.D. Student and Lecturer, University of Economics, Prague, Czech Republic. Demand Analysis for Czech Football Matches.
3. Kokolakakis, T., Research Fellow, Sheffield Hallam University, UK, Lera-Lopez, F., Sheffield Hallam University, UK & Panagouleas, T., Sheffield Hallam University, UK. Analysis of the Determinants of Sports Participation in Spain and England.
4. Novotny, J., Docent, University of Economics, Prague, Czech Republic & Sciklin, A., University of Economics, Prague, Czech Republic. Application of Financial Analysis for the Economics of Top Czech Professional Sports Clubs.

#### **11:30-13:00 Session II: Organisation & Management**

**Chair:** Davakos, H., Director, The Citadel, USA.

1. Robinson, L., Professor, The University of Stirling, UK. Towards "Excellent" Sport Organisations.
2. Keshavarz, L., Academic Faculty Member, Payame Noor University, Iran. Establishing Objectives and Strategy Map for the National Olympic Committee of IRAN through Balance Scorecard.
3. Gratton, C., Research Professor, Sheffield Hallam University, UK & Kokolakakis, T., Research Fellow, Sheffield Hallam University, UK. A Satellite Account for Sport: The European Project.
4. Mangani, A., Associate Professor, University of Pisa, Italy. Regulations, Technology and Vertical Integration in Formula One.

**13:00-14:00 Lunch**



**14:00-15:30 Session III: Social Aspects**

**Chair:** Mangani, A., Associate Professor, University of Pisa, Italy.

1. Doukas, S., Lecturer, University of the West Indies, St. Augustine, Trinidad and Tobago. Perceptions of Public Transportation Passengers in Athens of the Indirect Effects of the 2004 Olympic Games: A Path Analysis Approach.
2. Davies, S., Head, Cape Peninsula University of Technology, South Africa. Economic and Health Consequences when Sport Research is Premised on Inductive Approaches: The Case of the 'Free Ride Hypothesis' for Developing Countries and African Females.
3. Atalay, A., Lecturer, Ardahan University, Turkey & Boztepe, E., Lecturer, Turkey. A Different Approach to the Modern Sport Administration: Method of Innovation.
4. Lamont, M., Associate Lecturer, Southern Cross University, Australia & Kennelly, M., Griffith University, Australia. Self-Determined: A Qualitative Interpretation of Participation Motives Among Non-Elite Triathletes.

**15:30 - 17:00 Session IV: Coaching Matters in Football (soccer)**

**Chair:** Doukas, S., Lecturer, University of the West Indies, St. Augustine, Trinidad and Tobago.

1. Kelly, S., Lecturer, Dublin Institute of Technology, Ireland. The Role of Coaching Qualifications in Professional Football in the UK and Ireland.
2. Giraldo, A., Assistant Professor, Pontificia University Javeriana, Colombia. Do Coach Dismissals Affect Team Performance? Evidence from Soccer Tournaments in Colombia.
3. Correa, J.S., Instructor, Pontificia University Javeriana, Colombia & Rosas, A., Associate Professor, Pontificia University Javeriana, Colombia. The Effects of Managerial Turnover: Evidence from Coach Dismissals in Argentine Soccer Teams.

**21:00-23:00 Greek Night and Dinner (Details during registration)**

## **Tuesday, 12 July 2011**

### **09:00-11:00 Session V: Key Issues in Team Sports**

**Chair:** \*Chakravortty, M., Associate Professor, Ramjas College, University of Delhi, India

1. Gokce, H., Instructor, Pamukkale University, Turkey & Gurel, P., Instructor, Pamukkale University, Turkey. Comparing Competitive Balance Levels in Turkish First Division Basketball and Football League.
2. Garcia-Cebrian, L.I., Associate Professor, University of Zaragoza, Spain & Espitia-Escuer, M., Professor, University of Zaragoza, Spain. Influence of Sport Competition System in Efficiency the Case of Football Teams.
3. Rahmati, M.M., Assistant Professor, The University of Guilan, Iran. Does Frustration Causes Aggression? Case Study: Soccer Fans in Iran.
4. Rieth, L., Assistant Professor, TU Darmstadt, Germany & Breitbarth, T., TB Advisory, Germany. Strategy, Stakeholder, Structure: Key Drivers for Successful CSR Integration in German Professional Football.
5. Rathee, N. K., Assistant Professor, Delaware State University, Dover, Delaware, USA. Assessing Self- Satisfaction Among Hockey Players Participating at Varied Performance Levels.

### **11:00-12:30 Session VI: Media & Technology in Sport**

**Chair:** Wise, L., Senior Lecturer, Swinburne University, Australia.

1. Benes, J., Ph.D. Student, University of Economics, Prague, Czech Republic & Kotab, J., Ph.D. Student and Lecturer, University of Economics, Prague, Czech Republic. Social Networks as Marketing Tool in Czech Football League.
2. Checchinato, F., Assistant Professor, University Ca'Foscari, Italy, Disegna, M., Assistant Professor, University Ca'Foscari, Italy & Gazzola, P., Assistant Professor, University Ca'Foscari, Italy. YouTube as Communication Tools for Sport Companies: An Analysis of Success of Videos.
3. \*Chakravortty, M., Associate Professor, Ramjas College, University of Delhi, India & Chakravortty, S.K., Associate Professor, St. Stephens College, University of Delhi, India. Role of Technology in Sports.
4. Macarescu, C., Ph.D. Student, Bucharest Economic Studies Academy, Romania. Ergonomic Checklist Basketball Arena

### **12:30 - 13:30 LUNCH**

### **13:30-14:15 Session VII: Contextualising Sport: Insights from the East**

**Chair:** Anagnostopoulos, C., Head, Sports Research Unit of ATINER & Lecturer, Coventry University, U.K.

1. Wise, L., Senior Lecturer, Swinburne University, Australia. Marketing Martial Arts as Competitive Sport versus Self-Defence, Street Fighting or Eastern Philosophy.
2. Chen, S., Teacher, Shanghai University of Sport, China. On China's Law of Anti-Doping.

**16:30-19:30 Urban Walk**

**20:00-21:00 Dinner**

## **Wednesday, 13 July 2011**

Cruise: Departure at 07:15 Return at 20:30

## **Thursday, 14 July 2011**

Delphi Visit: Departure at 07:30 Return at 19:30

**Ahmet Atalay**

Lecturer, Ardahan University, Turkey.

**Engin Boztepe**

Lecturer, Turkey.

## **A Different Approach to the Modern Sport Administration: Method of Innovation**

Today, it is known that sport has made a significant progress associated with its transition into a visual product and increasing needs of the people to keep fit and for healthy life as well as developing information technology and a growing leisure culture. As a social institution, sport's presence of an ever-growing structure in economic and cultural organizations has necessitated this social phenomenon's reappraisal when the changing economic and social conditions of the world have been taken into consideration. Thus, sport has its share from the incidents in the process of globalization that has made the conditions for international competition and free market economy, and the world's transform into a single market dominant.

To survive in today's rapidly changing competitive environment, companies should constantly change and renew their products, services and production methods. In this context, a new and age appropriate administrative mentality emerging in recent years has begun to be used. This governance model is innovation. It is defined as the use of new methods in social cultural and administrative environment. Innovation, a persistent administration model means meeting the individual and social needs at a better level. By means of Innovation meaning of the word means renewal, or innovation, companies have been developing administrative strategies for sectoral mobility by following the requirements of the age.

However, the point emphasized here the use of innovation as a method converted into economic and social value added not as the new one.

With the developing technology, it is ever inevitable to form sport clubs into a structure that is competitive and could produce goods and services, acting fast and flexible, harmonising with changes and transformations within the scope of innovation method of administration. These innovation methods, which could be applied in sport based, not also could enlarge the scope of sport clubs but also constitute a powerful and proactive structure that carry out its assignments and responsibilities.

In this direction, it is aimed in this study to examine the applicability of the innovation administration model, one of the different administration models which are the necessities of developing

economic life at sports clubs. Also, it is tried to mention the effects of innovation administration for the sustainability of competition in the world of sport industry.

**Jindrich Benes**

Ph.D. Student, Prague University of Economics, Czech Republic.

**Jiri Kotab**

Ph.D. Student and Lecturer, Prague University of Economics, Czech Republic.

## **Social Networks as Marketing Tool in Czech Football League**

We live in the fast developing world. Those who are not able to adapt themselves to new means of communication remain step back. New technologies present endless possibilities in all areas of life including marketing. This paper deals with the utilization of social networks and interactive components of web 2.0 in sports marketing. There are three main social networks in our research. Each of them represents the leader in the respective category: Facebook as a social network, Twitter as a microblog and Youtube as a media-sharing site. This sites utilization is monitored in specific Czech sport's environment. There are Czech professional football clubs that are involved in our sample where we investigate the utilization, efficiency and consumer habits on these three social networks. Based on the research results, the rate of efficiency and potential of web 2.0 in sports environment are concluded.

**Munesh Chakravorty**

Associate Professor, Ramjas College, University of Delhi, India.

**Sushant Kumar Chakravorty**

Associate Professor, St. Stephens College, University of Delhi, India.

## **Role of Technology in Sports**

Sports have been increasingly organized and regulated from the time of the Ancient Olympics up to the present Century. The modern Olympics are quite different than they were just a century ago because of the advent of technology. In 1900, when American Francis Jarvis was declared the winner of the 100 meters, he was said to be “the winner by one foot from Walter Tenksbury, who beat Australian Stan Rowley by Inches”. It was not even until the 1932 Olympic Games in Los Angeles that officials began using stop watch and camera technologies to gauge results.

Technology helps games and sports in many ways. Technology can make us more efficient and can even make us seen smarter. On the field, it makes us faster, more precise or stronger. The word ‘sports’ is continually changing over the years, and the use of technology is just one of those areas, that has made an impact on many sports. Sports technology continue to be an exciting and rapidly growing area .It includes design and management of sports equipment and facilities and enhancing the performance to maximum ability. The role of the coaches and fitness trainer is being redefined to include awareness and use of computer software, data collection etc.

Impact of Technology can be seen on various aspects of Sports such as equipments, health, coaches, umpires referees, spectators and fans.

Some known technologies used in sports are: CCTV Camera, Cyclops, Cooling Vest, Desso Grass, Fox Trax, Goal line technology, Hawk Eye ,Hot spot technology, Instant replay, LZR racer technology, Mac Cam, Point tracker, Race Cam, Radar technology Shoes technology, Shoe goo, Side by side (graphic) technology, Sky cam, Smart stadia, Surface technology, Suspended athletic court, Telestrator.

Is the use of technology unethical or cheating? Or it is tech-doping? It is still a debating topic in the world of sports.

**Francesca Checchinato**

Assistant Professor, University Ca'Foscari, Italy.

**Marta Disegna**

Assistant Professor, University Ca'Foscari, Italy.

**Paola Gazzola**

Assistant Professor, University Ca'Foscari, Italy.

## **YouTube as Communication Tools for Sport Companies: An Analysis of Success of Videos**

The use of Web 2.0 tools has been significantly transforming the interaction among companies and their clients, especially in the corporate communication of sectors such as the sport industry. Fans are generating and sharing contents concerning their favorite teams along with the web spaces but even if the process has been widely acknowledged, there are just a few studies that have been specifically devoted to this topic.

The paper analyzes the online presence of sport brands through contents that are generated by sport clubs and their fans on YouTube. The analysis is devoted to the videos contents that have been posted online by the supporters of the football teams competing the Italian A and B leagues. After a description and classification of videos contents, this study examines the factors that influence success of videos - expressed as videos views - and the main features that generate an active behavior among the supporters such as comments or bookmarking. In order to carry out that analysis, 125 YouTube channels have been considered for a total amount of 375 videos strictly related to football clubs.

The results coming from a regression analysis show that contents generated directly by football clubs are viewed more than the video posted by users/fans. Moreover, the results show that videos success depends on: the number of people that bookmark the video, the clicks that video enjoys having been embedded to other websites and the video content.

Then, a robust logistic regression model has been estimated to verify whether the category the video belongs to is likely to stimulate an active feedback from users; results highlights that if the video displays a passive/informative content, the chance of getting an active behavior from the users tends to decrease.

These findings help sport clubs to manage their online presence in a better way.

**Shurui Chen**

Teacher, Shanghai University of Sport, China.

## **On China's Law of Anti-Doping**

The law is an important approach of anti-doping, which is to protect the rights of athletes in the doping-free sport. From the 1980s of the 20th century, the China's anti-doping law developed from nothing. "Sports Law" ( 1995 ) provides that the use of stimulants is prohibited and its responsibilities, which is the first time to regulate anti-doping into the national law of China. Although Chinese government has constantly strengthened the fight against doping in the 1990s, the incidents of doping in sport still happened frequently and then the State Sports General Administration of China issued "the strict prohibition of doping in sport (temporary)" on December 31, 1998. Before the 2008 Beijing Olympic Games, the Chinese government promulgated the "Anti-Doping Code" in 2004, which marked China's anti-doping stepping into the legal track. Within China's anti-doping law, the legal systems of China anti-doping are mainly management systems, testing system, penalty system and education system. China's anti-doping management system mainly includes the unified management of the national sports authority and the participation of the relevant functional departments and the coordination with each other. Doping control and testing is an important anti-doping law system, including the norms on test agencies and prosecutors, inside-test and outside-test, the test behavior. The legal responsibilities of anti-doping are civil liability, administrative liability, criminal liability and sports liability. A key role of anti-doping law is to ensure athletes and related personnel are fully aware of their roles and responsibilities with regards to anti-doping, so the anti-doping education system is important. With the deepening of anti-doping and the development of social science and technology, the anti-doping laws of China should be continuously developed and improved.



**Juan Correa**

Pontificia University Javeriana, Colombia.

**Andres Rosas**

Associate Professor, Pontificia University Javeriana, Colombia.

**David Suarez**

Pontificia University Javeriana, Colombia.

## **The Effects of Managerial Turnover: Evidence from Coach Dismissals in Argentine Soccer Teams**

We use data on soccer to study the effects of manager dismissals on firm performance. In the Argentine professional soccer league 20 teams play two single round-robin tournaments each year: the Apertura from August to December and the Clausura from February to June. The format for each is identical and each crowns a national champion. We use data on match results of all the tournaments from 1991 to 2009 to analyze the effects of coach dismissals on team performance.

From our OLS estimates, controlling for home advantage and opponents quality, and including season and team fixed effects, it appears that changing the coach has a positive effect on a number of measures of team performance (points per game, goal difference per game, goals scored per game and goals allowed per game). However, the dismissal of a coach is not an exogenous event, but the result of a string of bad outcomes. Following Scoppa and De Paola (2008) we use the number of remaining matches in the season (which is a proxy for the residual length of the coach contract) as a source of exogenous variation in coach change. Once we correct for the endogenous nature of our regressor, our Two-Stages Least Squares estimations do not show any significant effect of coach change on team performance measured by point or goal difference. However, the results indicate that the teams modify their strategy after a coach dismissal: both goals allowed and goals scored increase by a similar amount following the firing of a coach. This appears to be evidence that on average teams with a new coach attack more, and by doing so become more vulnerable. This is to our knowledge a novel result.

**Harry Davakos**  
Director, The Citadel, USA.

## **Economic Impact of the Cooper River Bridge Run**

In the spectrum of community organized sport events there are those that usually are established to enhance the quality of the residents' life, and those established to enhance the financial and economic wealth of the community. Not very often a community implemented sport event will fulfill both roles. Cooper River Bridge Run, a 10K Road Race that draws over 45,000 participants is a case of a community sport event that is established to enhance quality of life in the community as well as increase financial benefits to said community. This paper examines the economic and other Impacts of the Cooper River Bridge Run on the Lowcountry region of South Carolina, and specifically on the city of Charleston and surrounding towns.

Little research in the past has been done and /or published on the impact that some popular but not highly advertised/promoted sports might have on a given community. Some of those events have been established and maintained not only for purposes of financial profits but because of health or social impact that provide to a community. Literature refers to a variety of impacts accompanying possible economic ones, while there is a reference as to standards to be met so that one can call the contribution of participants as a true economic impact. Finally, economic impact for a sporting event can be defined as *"the net economic change in the host community(ies) that results from spending attributed to this sporting event"*.

Based on the above, a study was conducted through Online surveys that opened the day of the race and ended a week later or after 2,000 people had answered it, whichever occurred first. Finally, a different survey and calculation from records of past 10 years, provided an assumption on health/quality of life for community participants, motivated by the race.

**Simeon Davies**

Head of Department, Cape Peninsula University of Technology,  
South Africa.

## **Economic and Health Consequences when Sport Research is Premised on Inductive Approaches: The Case of the 'Free Ride Hypothesis' for Developing Countries and African Females**

This paper highlights the inclination of some sport researchers to adopt an inductive approach to their investigations, whereby individuals selectively prove theories and the consequences this may have for developing economies. The focus of this paper examines the 'free ride hypothesis' that suggests that head loading by African females is a more efficient method for transporting loads than back loading.

It would appear that previous researchers observing African women believed that the head load method of load carriage was particularly efficient, and thereafter it would appear designed inductive research to try and prove this. As a consequence the so called 'free ride hypothesis' was proposed, suggesting that African women can carry loads up to 20% of body mass with no additional energy cost Maloiy et al (1986), Charteris et al (1989a and 1989b). It was of concern that the participant numbers for these studies was small and perhaps carefully selected to support the researcher's hypothesis and as a result the extrapolation of these findings to broader populations questionable.

The practice of head load carrying by African females is currently being viewed with concern by the South African Government. The First International African Conference on Gender, Transport and Development 2006 declared: "Head-load carrying is detrimental to health"; although this statement was not based on known scientific evidence.

Recent research that sought to refute the 'free ride hypothesis', by Lloyd et al. (2010 a & b) found this method of transporting loads metabolically costly and painful. The negative economic and health care consequences are borne by women, their families and their communities. It is suggested that the recent research will provide information that may assist in policy reform that may have positive economic and health consequences in developing countries.

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**Spiro Doukas**

Lecturer, University of the West Indies, Trinidad and Tobago.

## **Perceptions of Public Transportation Passengers in Athens of the Indirect Effects of the 2004 Olympic Games: A Path Analysis Approach**

Understanding how host residents formulate their perceptions towards the Olympic Games in their city is critical for the Olympic movement and the host city. Recent research has stressed the need for local support in areas where tourists visit and cities that host mega-events. The purpose of this study was to examine perceptions of Athenian public transportation passengers regarding the effects of the 2004 Olympic Games three years after the event. By studying the perceptions residents have of the Games several years after the event, the strengths and weaknesses of the Games could be better analyzed.

Social exchange theory was the framework for this study to analyze the exchanges residents entered into with the hosting of the 2004 Olympiad. Path analysis was used to find the relationships of the support for the 2004 Athens Games with the following three values: Economic gain, gains in public transportation, and national pride. These three values were found to influence perceptions of the perceived Olympic strengths and weaknesses associated with the Games.

The majority of respondents indicated that they still support the 2004 Games and any future, similar mega-event in Greece. Athenians transit users, who had a high satisfaction level of the Athens tram, Athens subway, and Athens suburban railway, maintain support for the Athens Games. Athenians with a higher national pride also maintain support for the 2004 Games. Residents who are economically dependent on tourism did influence support for the Olympic Games, but not as strong as gains in public transportation and national pride.

**Lucia Isabel Garcia Cebrian**

Associate Professor, University of Zaragoza, Spain.

**Manuel Espitia-Escuer**

Associate Professor, University of Zaragoza, Spain.

## **Influence of Sport Competition System in Efficiency the Case of Football Teams**

Football clubs are economic organizations whose performance is susceptible to be evaluated with the tools that Economy Science provides. One of the possible criteria of evaluation is the efficiency understood as the absence of waste in the elaboration of the product offered to the market. But as Leibenstein (1966) indicates, efficiency can be influenced by the conditions of competition in which an organization carries out its activity.

In the case of football in Europe, the national competitions are developed with a league system in which each team plays twice with the rest of members of its category and the winner of the championship is the one that has obtained more points throughout the whole season. By the opposite, Champions League follows a system of minileague during the "qualifying round" stage and in the following rounds, a system of double match with elimination is established, winning the team that more goals marks in the final match.

The aim of this work is to analyze if the applied systems of sport competition in football championships have effect in the efficiency of teams that dispute them; that is to say, if the efficiency favors the sport success within the established system of competition. With this purpose, a sample composed by Spanish Football Teams in the First Division since 2005 to 2010 has been taken together with teams which have played Champions League in the same period. Data Envelopment Analysis has been used as tool for the calculation of the efficiency in football teams activity in the field and by means of the calculation of correlations is analyzed if winner team or those in the first positions in the classifications coincide with the most efficient.

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## **Do Coach Dismissals Affect Team Performance? Evidence from Soccer Tournaments in Colombia**

We use data on soccer to study the effects of manager dismissals on firm performance. In the Colombian professional soccer league 18 teams play two tournaments each year. Each tournament consists of two stages. During the first stage, which lasts eighteen games, each team plays against every other team once, plus an additional game against their local rival in the league. The top eight teams advance to the playoffs (the second stage). We use data on match results of all the tournaments from 2002 to 2009 to analyze the effects of coach dismissals on team performance.

From our OLS estimates, controlling for home advantage and opponents quality, and including season and team fixed effects, it appears that changing the coach has a positive effect on a number of measures of team performance (points per game, goal difference per game, goals scored per game and goals allowed per game). However, the dismissal of a coach is not an exogenous event, but the result of a string of bad outcomes. Following Scoppa and De Paola (2008) we use the number of remaining matches in the season (which is a proxy for the residual length of the coach contract) as a source of exogenous variation in coach change. As an additional instrument we use a binary variable that indicates whether the match takes place in the second stage of the tournament. The second instrument allows us to perform overidentification tests. Once we correct for the endogenous nature of our regressor, our Two-Stages Least Squares estimations do not show any significant effect of coach change on team performance measured by points or goal difference. The overidentification test does not reject the null hypothesis of valid instruments.

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## **Comparing Competitive Balance Levels in Turkish First Division Basketball and Football League**

This is a pioneering effort to model and understand the dynamics of the competitive balance in basketball and football leagues. Sports leagues need a certain degree of competitive balance in order to survive. Without uncertainty of outcome of a match, sports leagues will become more predictable and won't be able to maximize the revenue that could be generated from the spectators. Since revenue associated with football leagues is typically greater than with basketball's in Turkey, one might expect to find greater levels of competitive balance in football than basketball. In this study, the determinants of competitive balance have been argued. The long term impact of competitive balance on the sports industry has been investigated. In the analysis part of this study, determining and comparing the path of competitive balance level over a 15 year period of the Turkish First Division Basketball and Football League has been aimed. To this aim, match outcomes for the leagues and C5 Competitive Balance Index and Normalized Herfindahl- Hirschman Index have been used. The findings show that in Football Leagues although the competitive balance was converged from time to time, in general a path far from the competitive balance level was followed. In contrast there is an optimal (satisfying) competitive balance level was occurred in Basketball leagues. We discuss the implications of the empirical results from a sports management perspective and suggest that the major football clubs and the regulatory bodies should develop and support policies towards coexistence and cooperative competition among the other clubs.



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## **A Satellite Account for Sport: The European Project**

It is widely recognised that sport is now a significant sector of economic activity. Terms such as the 'sports industry' or the 'sports business' are now used regularly at national and, increasingly, international level. What is less certain is what is meant by these terms. In some discussions, particularly in the United States, the sports business refers mainly to the major professional team sports that generate vast income through sponsorship, payments for broadcasting rights, and income from paying spectators. In the European context, the sport industry is much broader and encompasses businesses involved in supplying goods and services across the whole of sport including those for mass participation sport.

Many European countries first tried to estimate the economic importance of sport in the 1980s as part of a coordinated Council of Europe project (Jones 1989). However, in these studies, the overall definition of sport and the methodology used to estimate its importance varied from country to country which meant that it was not possible to make meaningful international comparisons.

On 11 July 2007, the European Commission adopted the White Paper on Sport, in which it announced that:

**'The Commission, in close cooperation with the Member States, will seek to develop a European statistical method for measuring the economic impact of sport as a basis for national statistical accounts for sport, which could lead in time to a European satellite account for sport.'**

Prior to this his announcement there was an initiative of the Austrian EU Presidency to develop a framework for sport satellite accounts and to establish an EU Working Group on Sport & Economics (WG). This paper delivers the results of this initiative for the UK by reporting the outcome of the first attempt to construct a UK Sport Satellite Account. The paper also provides comparisons with the other two European countries to have completed a satellite account for sport using the same methodology, Austria and Cyprus

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## **The Role of Coaching Qualifications in Professional Football in the UK and Ireland**

### **Introduction**

In professional football in the UK and Ireland, the achievement of formal coaching qualifications is seen as a desirable, although unnecessary, job requirement. Currently, those who manage professional clubs outside the English Premier League are still not required to hold any formal qualifications and it has only been since 2003 that there has been a requirement for anyone who aspires to manage an English Premier League club to hold the UEFA Pro Licence.

### **Research Methods**

This research was based on semi-structured tape recorded interviews with twenty-five players and twenty managers. Of the twenty managers who were interviewed, ten had managed clubs in England and five of these were managing English clubs at the time of the interviews. Of the twenty-five players who were interviewed, eighteen had experience as full-time professionals with clubs in the English Premier League. The interviews were transcribed verbatim and then subjected to a process of inductive content analysis which organised the data into a number of interpretable themes.

### **Literature Review**

Despite numerous channels into club management, previous playing experience is viewed as the main qualification (Carter, 2006). While Carter (2006) identified unfavourable attitudes towards the attainment of education and qualifications in professional football, McGillivray and McIntosh (2006: 377) exposed 'the prevailing anti-intellectualism found within the professional football industry'.

### **Conclusion**

The findings highlight a lack of formal management training, hostility towards education and coaching qualifications and, the mistaken assumptions by managers that previous playing experience is sufficient preparation for entry into football management.

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## **Establishing Objectives and Strategy Map for the National Olympic Committee of IRAN through Balance Scorecard**

The purpose of this research was to establish perspectives and strategy map for the national Olympic committee of Iran (NOC) through balance scorecard (BSC). The research methods were quantitative as well as qualitative. The statistical population consists 114 of the NOC general assembly members, experts, and elites who were familiar with NOC. The sample of this study were chosen purposefully (89 people in the quantitative study, and 27 people in the qualitative study). Interview and self-made questioner were used as investigation tools. Reliability and validity of self-made questioner was assured through physical education experts and university teaching faculty members opinions. The pilot study as well as internal validity was found to be applicable by cronbach's alpha coefficient ( $n=30$ ,  $\alpha = 0.84$ ). Collected data was analyzed by  $\chi^2$  and logical inductive reasoning. The research finding showed the NOC had four perspectives, such as finance, customer, internal process, learning and growth and as well as 41 objectives. In the NOC's strategy map there were cause and effect relationships among all perspectives and also among some of the different objectives. Ultimately it can be concluded that suggested perspectives, objectives, and strategy map are capable of being applied in practicing strategies of NOC.

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## **Analysis of the Determinants of Sports Participation in Spain and England**

This research investigates the role of socio-demographic characteristics, educational and economic variables on sports participation in a comparative way in two European countries: Spain and England. Adopting a broad concept of sport (dictated by both policy and what practically can be compared between England and Spain), we analyze the determinants of sports participation in forty different professional and non-professional sports and recreational activities in both countries.

The Spanish data were collected in 2005 based on a face-to-face questionnaire survey designed on a stratified random sample of people 16 to 74 years old, in the 17 regions of Spain. The sample (7,078 valid respondents) is stratified by gender and age.

The English dataset comes from the Active People 2005/2006 Survey. The survey was conducted through a telephone questionnaire. Approximately 1000 random interviews were conducted per Local Authority, across a twelve-month period starting in October 2005. The valid sample size used in this analysis (comparable to Spain) is 319,131.

The research involves a comparative analysis between the data of England and Spain based on two Logistic regressions. The regression equation of each country tests the effect of 17 binary explanatory variables on a dependent binary variable for participation. In selecting the independent variables we took into account research in both countries and in a Pan-European framework. Higher education level, professional occupation, younger age and being male are all factors associated with more sports participation. Although there is no difference in the direction of the factor effects on participation between England and Spain, there is considerable variation in their relative strength, which has sport policy implications in the two nations. In their turn, the structural similarities imply (to a certain degree) a common culture regarding sports participation in England and Spain but also in much of Europe in general.

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## **Demand Analysis for Czech Football Matches**

Research paper content demand analysis on Czech football league matches. There are two analyses.

The first is time analysis which searches for factors of high attendance of Sparta Prague (the most famous football club in the Czech Republic) football club in last five seasons. There are supposed seven factors: Average price of tickets, Day of week when match was played, Air temperature on the day of the match, Distance of away team, Position of Sparta Prague in league table before match, Fact if the match was televised, Success of national team of Czech Republic.

The second is territory analysis of home attendance of all Czech first division (Gambrinus liga) teams for season 2009/2010. There are seven factors as well: Czech Fan Cost Index – complete price which pay family if they visit league match, Revenues of potential fans – gross average salary in the region, Size of the market – number of inhabitants in the region, Direct substitute products – number of football and ice hockey teams in the highest Czech division, Club success – number of wins in the season, Tradition of clubs – position of the club in the historical table of Gambrinus Liga, Capacity of stadiums where clubs plays their home matches.

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## **Self-Determined: A Qualitative Interpretation of Participation Motives Among Non-Elite Triathletes**

In a recent issue of the *International Journal of Sports Marketing and Sponsorship* addressing non-elite participation in sport, Phelps and Dickson (2010) criticised sport marketing researchers' overt focus on spectators at events. Despite extensive active participation by non-elite athletes at events globally, scholarly research has neglected "events that are all about bums in the event, rather than bums on seats" (Phelps & Dickson, 2010, p. 5). The present study addresses this overlooked area of sport marketing research by examining motivations of non-elite triathlon competitors. It contributes a rich description of participant motives in an endurance sport combining swimming, cycling and running.

Qualitative data were collected via in-depth interviews with 22 non-elite triathletes residing in two Australian east coast states. Interviewees were purposively selected according to experience, ambition and demographics, ensuring a broad spectrum of viewpoints. An interpretive methodology allowed motivational themes to emerge from the data, broadening existing knowledge contributed by previous quantitative studies. Following a three-stage thematic analysis process (Neuman, 2006) findings were interpreted through the lens of self-determination theory (Deci & Ryan, 1985).

Nine broad themes emerged as motivations for participating in the sport of triathlon. Various forms of extrinsic regulation were extensively prevalent. Intrinsic motivations were present, particularly experiencing flow (Csikszentmihalyi, 1975), albeit to a lesser degree. Different motivations were cyclical in directing behaviour, contingent upon the triathletes' goals, event calendar, and personal circumstances. Some results contradicted previous literature suggesting intrinsic motivations primarily underpin participation in sport and exercise (e.g. Ryan & Deci, 2007). Additional research is therefore needed to quantify the strength and cyclical intensity of the motivations identified. Further, several triathletes underwent lifestyle transitions in which regular exercise became internalised and self-endorsed (Deci & Ryan, 2000). As such, positive self-transformation as observed in this study could have implications for public health initiatives in developed nations, while other aspects of the research may be useful in promoting participation in endurance sports.

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## **Ergonomic Checklist Basketball Arena**

Basketball arena must respect Fiba and NBA standards in order to be used for special competitions organised by these forums.

Generally speaking, every working place must have some facilities to create a comfort during work-shift.

In this study we take an ergonomic checklist and answer for 52 basketball arena in Romania.

Ergonomic checklist questions with answers close to zero are translated as uncomfortable or improvised working conditions and questions highly positive indicate comfortable working environment.

Checklist's sections refer to:

- working environment: temperature, natural or artificial lightening, air conditioning, windows

-working conditions : colors, visibility, contrasts of the surfaces

-working equipment: score table, working surface, basket

-facilities : showers, exit doors, seats.

Data collection method used here is interviewing someone who entered a basketball arena and answered the 15 questions in the list.

Results and conclusion:

Using SPSS-Statistics and doing Cluster Analysis we could find three basic types :

-1 with 19 basketball arena

-2 with 23 basketball arena

-3 with 10 basketball arena

Ergonomic checklist helps us identify working conditions, which may affect sportive performances, basketball being the one taken in this case.



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## **Regulations, Technology and Vertical Integration in Formula One**

This paper studies the relationship between Formula One (F1) teams and engine suppliers, and the evolution of this relationship over the last three decades. The vertical links are analyzed mainly using Transaction Cost Economics but other theories are also included.

The objectives of the study are

1) to show that the decisional unit has shift from teams to engine suppliers over the years;

2) to describe the characteristics of the process of downstream vertical integration as the most prominent example of that shift and

3) to analyze the motivations of vertical integration.

The study of vertical integration in F1 is particularly interesting for the following reasons.

First, it is possible to study the organization choices of all the subjects, given the “small numbers” involved in the industry, and the organizational decisions of individual firms can be related to the organizational evolution of the entire sector. Second, the various ways of supplying an essential intermediate input (the engine) can be examined from the perspective of the downstream firm (the team or “constructor”) and the upstream firm (the engine supplier). Third, the teams use a very similar technology and the presence of rigid regulations limits the heterogeneity of the technical solutions. This considerably reduces the variability of asset specificity across teams.

In a long run analysis, the technological, competitive and institutional evolution may produce changes along the vertical chain of production, and redistribute market power and thus the relative importance of each subject. This is exactly what happened in F1.

The methodology used in this paper is a sort of case study applied to all the firms in the industry, that is all the constructors and engine suppliers. Of course, the analysis will highlight the behavior of most successful firms, but aggregate data regard also minor teams who participated in F1 without any success.

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## **Application of Financial Analysis for the Economics of Top Czech Professional Sports Clubs**

The paper focuses on specifics of team sports club management using methods of financial analysis, observation and comparison. We have noticed crucial differences in ways of financing and managing professional team sports clubs in the Czech Republic in comparison with standard manufacturing companies. The specifics of the sports industry shall be kept in mind while interpreting the outputs of financial analysis or using bankruptcy determination and other such models.

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## **Does Frustration Cause Aggression? Case Study: Soccer Fans in Iran**

There is no doubt that sports and their related activities have become very important in contemporary societies. Soccer, among various sports, has much more importance, and attracts utmost attention of people throughout the world. Throughout its history, soccer has been faced with violent and aggressive behavior of fans, and such behavior have been one of the most serious and important issues in this sport.

Many theories and theoretical approaches have been used to study and explain the factors that influence on violent and aggressive behavior of soccer fans. In spite of some suitable outcomes that these researches have had, but in many cases, there are fundamental critiques to the theories that have been the base for these researches.

The main purpose of this article is empirically analysis one of the current explanations on violence and aggression, frustration-aggression theory, between soccer fans. In this article, at first, sport violence and aggression will be defined and categorized. Then, with emphasis on violence and aggression as a psycho-social matter, it will be trying to study and analysis the reactions of soccer fans, while encounter with situations that perform as a frustration factors. The main hypothesis of this study is that "frustration of soccer fans in achieving to their athletic goals causes the tendency to violence and aggressive behavior in them".

Questionnaire, field observations, and in-depth interviews have been used for data collection. According to the measurement levels of research variables, relevant statistical tests, such as analysis of variance, regression, and Q-square test have been used for data analysis.

Based on the findings of a survey research on a sample of 284 soccer fans among two Iranian well known soccer teams - Persepolis and Esteghlal-, it is concluded that frustration only in some extent can explain sport violence and aggression in soccer fans. In fact, frustration is just one of multiple and potential resources for violence and aggression. Then, we cannot reduce all factors of these behaviors to frustration. Therefore, we can say that, various and different reactions are performed in frustrated situations. These reactions have wide range, from disappointment and retreatism to more effort for overcome on resources of frustration. Finally, it should remind that no single theoretical approach can tell us all we may want to know about violence and aggression in sport.

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## **Assessing Self- Satisfaction Among Hockey Players Participating at Varied Performance Levels**

Self-satisfaction is a process of effecting a satisfying adaptation to one's environment and thereby facilitating a self-satisfied person to act wisely in his surroundings. Since an athlete's involvement is central to all athletic programs and endeavors, the satisfaction of an athlete has both theoretical and practical implications. Thus, self-satisfaction of an athlete is the foremost requisite and has paramount importance for any positive sports encounter and its outcomes. The present investigation was, therefore undertaken to explore the level of self-satisfaction among Indian hockey players who had participated at international, national and state levels. Subjects selected for the present study (N=120) were administered the Athlete Satisfaction Questionnaire developed by Riemer and Chelladurai (2000). Analysis of variance (3x2 factorial design) was used to compare the three performance levels and gender groups among the subjects. Mean and SD values were calculated and post-hoc test was also applied to find out the direction of differences among the performance and gender groups. The results have revealed that the international players had significantly higher level of self-satisfaction as compared to the state and national players with regard to all the fifteen facets of athlete satisfaction. Even the national players have exhibited significantly better self-satisfaction than state players on the indices Ability Utilization, Ethics, Budget, Medical Personnel, Academic Support and External Agents. Gender differences were noticed only on Team Performance, Team Task Contribution, and Team Social Contribution. These results suggest that the players at lower rank were not as satisfied with the available facilities and the sporting environment as were the players participating in higher level competitions. However, if the talent is to be nurtured and provided full opportunity to flourish, then the grass root level players have to be equally well looked after and given due attention by providing all the facilities conducive to their growth.

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## **Strategy, Stakeholder, Structure: Key Drivers for Successful CSR Integration in German Professional Football**

Evidently, many forward-looking organisations across all industries have already embraced the idea of Corporate Social Responsibility (CSR) for their own competitive benefits. Subsequently, amongst other, businesses have added substance to their reputation, minimized operational risks, inspired innovation processes and improved their relationships with vital stakeholders, for example to secure their 'license to operate' (e.g. European Commission 2008; Weber 2008).

Influential contributions by Smith & Westerbeek (2007) and Breitbarth & Harris (2008) have demonstrated the relevance of modern CSR for professional sports organisations in general and, respectively, professional football in particular. Only very recently, German football organisations have started to actively engage with the CSR debate. Some like the German Football Association and top-league teams like Werder Bremen, Bayer Leverkusen and Hamburger SV have undertaken first steps towards strategic implementation of CSR-related issues. However, so far no sports-specific managerial roadmap is available. Arguably, professional football is an idiosyncratic industry that on the one hand adopts and applies management knowledge from other commercial industries, but on the other hand partly operates based on non-profit premises.

Hence, this paper describes key drivers for successful CSR implementation based on the understanding of the CSR evolution in various business sectors and observations in the sports sphere. We integrate long-term studies of CSR application processes in international business and hands-on experience with the integration of CSR in German professional football organisations. Consequently, this contribution draws on established development models (e.g. Mirvis & Googins 2006), and pinpoints organisational/managerial capabilities vital to move from elementary, engaged, innovative, integrative stages of CSR activity to, eventually, the transformational stage of CSR adaption in the football context.

Strategic alignment, stakeholder support and organisational structure turn out to be the key drivers in order to further CSR integration in the sports environment ('3S-Model'). Activating the 3S-Model enables football organisations to reach higher levels of CSR

engagement and to champion opportunities within competitive environments.

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## **Towards “Excellent” Sport Organisations**

The effective performance of national federations (NFs) has become increasingly important due to increased accountability for outcomes, increased stakeholder expectations of quality and satisfaction, a requirement to contribute to social goals, and an increased diversity in operations. The research set out below aimed to establish the requirements and principles that might lead to ‘excellent’ national sport organisations.

The results presented here were obtained between 2003 and 2010 from research carried out with 27 NFs in 6 different countries. The NFs were chosen on the basis of their success at elite sport, but also if they were identified by those involved in sport in their country as being ‘excellent’. The organisations studied varied across a number of characteristics, such as size, professionalism, type of sport and funding arrangements. The data was collected by semi-structured interviews, questionnaires and documentary analysis. Analysis of questionnaires was carried out using SPSS, while the interviews and documents were subject to content analysis.

### **Results**

The research showed that it was possible to identify seven characteristics that ‘excellent’ NF had in place, to some extent, within their organisations. These were:

- Strong leadership
- Agreed vision and strategy
- Adequate and appropriate people
- Adequate and appropriate structure, processes and resources
- Internal satisfaction
- External satisfaction
- A learning culture

### **Discussion and conclusion**

The above results show that those NFs who are performing at a high level have a number of traditional management practices in place. For example, an agreed vision, adequate and appropriate people and procedures and good levels of satisfaction are characteristics of all organisations that perform highly. These findings suggest that despite the unique context that sport provides, NFs need the same

characteristics as organisations in other industries in order to perform effectively.



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## **Marketing Martial Arts as Competitive Sport versus Self-Defence, Street Fighting or Eastern Philosophy**

Martial arts refer to codified systems of traditional fighting, and tend to be associated with underlying belief systems and codes of honour relating to a specific culture or society. Martial arts have in common the objective of defending oneself and one's associates from physical threat through physical combat, either unarmed or with manual weapons (such as knives and staffs but not firearms). Eastern martial arts such as karate and taekwondo became popular in the west in the 1970s and there has been a recent resurgence in popularity, in part as a result of a perceived need to develop self-defence skills in a more uncertain world, and also due to the popularity of "extreme sports" that push competitors to their limits in terms of risk-taking. This paper considers the changing nature of the martial art of taekwondo as it markets itself increasingly as a competitive sport. As athletes, martial artists gain access to government funding and financial support for training and competition. The role of the martial arts instructor correspondingly shifts towards that of a sports coach rather than a respected mentor and master, and the aim of advanced training is to gain an edge in competition rather than to develop a deeper understanding of the technical and spiritual foundations of the martial art and its moral culture. The paper also discusses the competing motivations of different demographics engaged in martial arts (e.g., peaceful people trying to learn how to defend themselves versus street fighters trying to improve their combat skills) and the challenges of trying to maintain the art form while staying competitive in the crowded sport marketplace.