

2012

Sports: Economic, Management, Marketing & Social Aspects Abstracts

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Conference on Sports: Economic,
Management, Marketing & Social
Aspects

9-12 July 2012, Athens, Greece

Edited by Gregory T. Papanikos

THE ATHENS INSTITUTE FOR EDUCATION AND RESEARCH



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9-12 July 2012, 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 *12th Annual International Conference on Sports: Economic, Management, Marketing & Social Aspects, 9-12 July 2012*, organized by the Athens Institute for Education and Research. In total there were 17 papers and 18 presenters, coming from 9 different countries (Colombia, Italy, Iran, Norway, Peru, South Africa, Switzerland, Turkey and USA). The conference was organized into 7 sessions that included areas such as Marketing and Management of Sports, Football, Social Aspects of Sports 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 150 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
President

FINAL CONFERENCE PROGRAM
**12th Annual International Conference on Sports: Economic,
Management, Marketing & Social Aspects**
9-12 July 2012, Athens, Greece

PROGRAM

Conference Venue: [Metropolitan Hotel of Athens](#), 385 Syngrou Ave., 175 64,
Athens, Greece

ORGANIZING AND SCIENTIFIC COMMITTEE

1. Dr. Gregory T. Papanikos, President, ATINER.
2. Mr. Christos Anagnostopoulos, Head, Sports Research Unit, ATINER & Lecturer, Coventry University Business School, U.K.
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Administration: Fani Balaska, Stavroula Kiritsi, Eirini Lentzou, Konstantinos Manolidis, Katerina Maraki & Celia Sakka

C O N F E R E N C E P R O G R A M

(The time for each session includes at least 10 minutes coffee break)

Monday 9 July 2012

08:30-09:00 Registration

09:00-09:30 Welcome and Opening Remarks

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

09:30-11:00 Session I: Marketing and Management of Sports I

Chair: Papanikos, G.T., President, ATINER.

1. Schneider, R., Professor, State University of New York, USA. A Goal Achievement Approach to Sport Leadership.
2. Matheson, V., Associate Professor, College of the Holy Cross, USA & Syzmanski, S., Professor, University of Michigan, USA. If you host it, will they come? Mega-Events and Tourism in South Africa.
3. Solberg, H.A., Professor, Trondheim Business School at Sør-Trøndelag University College, Norway & Ulvnes, A.M., Associate Professor, Trondheim Business School at Sør-Trøndelag University College, Norway. Major sports events – Why do Local Residents Want them?

11:00-12:30 Session II: Football (Soccer) I

Chair: Petratos, P., Vice-President of ICT, ATINER & Associate Professor, California State University, Stanislaus, USA.

1. Pieper, J., Ph.D. Student, University of Zurich, Switzerland, Verbeek, E., Professor, University of Zurich, Switzerland & Franck, E., Professor, University of Zurich, Switzerland. Informational Asymmetry among Buyers as a Rationale for Vertical Integration: The FIFA's Make-Or-Sell Decision about the World Cup TV Rights.
2. Mendoza, J., M., Professor, University of Pacifico, Peru, Parra, S., Professor, University of Pacifico, Peru, Rosas, A., Professor, University of Pacifico, Peru & Tellez, S., Professor, University of Pacifico, Peru. Referee Bias in Professional Soccer: Evidence from Colombia.
3. Rossi, G., Researcher, Birkbeck University of London, UK. Contract Duration and Player Performance in Italian Serie A.
4. Varol, I., Researcher, Erciyes University, Turkey. Investigating Competitive Intelligence Systems of Professional Football Clubs in Turkey.

12:30-13:30 Lunch

13:30 -15:00 Session III: Social Aspects of Sports I

Chair: Kefalaki, M., Director of Communication, ATINER.

1. Petratos, P., Associate Professor, California State University, Stanislaus, USA. Athletics and Information Technology Emerging Trends.
2. Nasiri, M., Assistant Professor, Payame Noor University, Iran. The Civil Responsibility of Swimming Instructors in Legal System of Iran.
3. Ziya, B., Assistant Professor, Erciyes University, Turkey & Pulur, A.,

Assistant Professor, Gazi University, Turkey. The Effect of Cooperative Learning and Traditional Exercise Method Used in Physical Education and Sports Upon Social Skills of the Students.

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

Tuesday 10 July 2012

08:30-09:30 Session IV: Football (Soccer) II

Chair: Pappas, N., Vice-President of Academics, ATINER & Professor, Sam Houston University, USA.

1. Cincimino, S., Assistant Professor, University of Palermo, Italy & Salvatore, T., Professor, University of Palermo, Italy. Combating Illegal Phenomena in Professional Football in Italy: The Strengths and Weaknesses of the Actual Model of Governance. (Tuesday, 10th of July, 2012)
2. Di Domizio, M., Teaching Fellow, University of Teramo, Italy. Soccer Violence and Attendance in Italy: Some Empirical Evidence on the Fidelity Fan Card Strategy.

09:30-10:30 Session V: Marketing and Management of Sports II

Chair: Cincimino, S., Assistant Professor, University of Palermo, Italy

1. Keshavarz, L., Assistant Professor, Payame Noor University, Iran & Bararzadeh, H., M.A., Payame Noor University, Iran. Studying Relationship between Self-Efficacy and Some Personal Characteristics of Managers of Iranian Sport Boards.
2. Fisne, M., Ph.D. Student, Cumhuriyet University, Turkey & Gul, M., Ph.D. Student, Cumhuriyet University, Turkey. The Importance of Cultural Differences in Global Sports Marketing: Examples from Local Cultures and Global Sports Industry.
3. Satilmis, N., Lecturer, Nevsehir University, Turkey. Evaluation of Self-Sufficiency, Commitment, Organizational Silence and Emotional Intelligence Among the National Female Taekwondo Players Aged 16-18 in Turkey.

10:30-11:30 Session VI: Social Aspects of Sports II

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

1. Kose, A., Associate Professor, Erciyes University, Turkey. Recreation & Leisure Trends in Relation to Major Changes in Turkish Society and Participation of Outdoor Activities in Turkey.
2. Stoop, J., Lecturer, Cape Peninsula University of Technology, South Africa. The Challenges of Golf Development to Young Black South Africans and at Tertiary Institutions in South Africa.

11:30-13:30 Session VII: Round Table on *The European Football (Soccer)*.

Chair: Dr. Gregory T. Papanikos, President, Athens Institute for Education and Research (ATINER)

Speakers:

1. Mr. Christos Anagnostopoulos, Head, Sports Research Unit, ATINER & Lecturer, Coventry University, U.K. *Football Clubs and Social Responsibility.*
2. Dr. Salvatore Cincimino, Assistant Professor, University of Palermo, Italy. *An Overview of the Impact of UEFA Financial Fair Play on Italian Soccer Clubs.*
3. Dr. Giambattista Rossi, Research Fellow, Birkbeck University of London, U.K. *Football Agents in the Biggest Five European Football Markets.*
4. Mr. Iskender Varol, Researcher, Erciyes University, Turkey. *Competitiveness of Turkish Football within European Football and Recommendations for Professional Clubs.*
5. Dr. Harry Arne Solberg, Professor, Trondheim Business School, Sør-Trøndelag University College, Norway. *The Demand for Football – Will TV Take Over?*

13:30-14:30 Lunch

17:00-20:00 Urban Walk (Details during registration)

20:00- 21:00 Dinner (Details during registration)

Wednesday 11 July 2012

Cruise: (Details during registration)

Thursday 12 July 2012

Delphi Visit: (Details during registration)

Salvatore Cincimino

Assistant Professor, University of Palermo, Italy
&

Salvatore Tomaselli

Professor, University of Palermo, Italy

Combating Illegal Phenomena in Professional Football in Italy: The Strengths and Weaknesses of the Actual Model of Governance

In recent years, the football sector in Europe has been characterized by a reduction of competitive equilibrium, by economic losses and by the spread of corruption and crime, above all gambling and match fixing. All this gives a dismal picture of professional football and, more generally, of sport. The fundamental principles which should inspire sporting activity have been widely contaminated by numerous and varied criminal phenomena.

Unfortunately, these bad events also occur frequently in Italy, as to become pathological manifestations.

Moreover, a recent report about football sector in Italy highlights the reduction of competitive equilibrium of the teams, as shown by their poor performances in Europe, the reduction of fans in the stands, the economic losses and the increasing of debts.

In a previous research, we analyse the governance model established in Italy in the professional football sector, and we realize a taxonomy framework of pathologies helpful for identifying appropriate tools and procedures to overcome them (Cincimino, Tomaselli, Carini, 2012).

In this research we focus on a particular category of the mentioned framework, exploring how to contrast the illegal pursuit of football club objectives and extra club objectives.

As expected results, the paper aims to highlight the strengths and weaknesses of the governance model of the football sector in Italy with specific reference to contrast the criminal phenomena.

The methodological approach of this paper is the case analysis. Carrying out a research through case analysis is, in fact, like performing laboratory experiments (Yin, 1994). We chose the so-called purposive sampling, often used to obtain illustrative outlines of specific realities through the choice of particularly representative cases.

Marco Di Domizio

Teaching Fellow, University of Teramo, Italy

Soccer Violence and Attendance in Italy: Some Empirical Evidence on the Fidelity Fan Card Strategy

This paper aims at investigating the impact on Italian Serie A attendance of the urgent antiviolence measures adopted by the Italian government with decree n.8 of 8th February 2007, successively converted by law 4th April 2007. These urgent measures were forced by the public opinion after the death of the agent Filippo Raciti (2nd February 2007) during clashes before the Sicilian derby between Catania and Palermo. The investigation has been made by using econometric tools on attendance during the championships 2008/09 and 2009/10 when the fidelity fan card, publicized as a revolutionary tool, has been introduced and admittance restrictions were adopted in respect to fans not equipped with. This in order to attract to the stadium that uncommitted part of fans previously deterred by soccer violence forcing back the overexcited committed counterpart. Far from political and jurisdictional perspectives, we evaluated if the expected substitution effect between committed and uncommitted fans was effective. At first sight our study doesn't support this hypothesis; from our estimation the different measures adopted by the Comitato per la Sicurezza delle Manifestazioni Sportive (CASMS) and by the Osservatorio Nazionale delle Manifestazioni Sportive (ONMS) emerged that the entry restrictions measures for visiting team fans, together with admission facilitations for those categories previously deterred by the violent situations, reduced the stadium attendance from a minimum of 1.600 to a maximum of 1.900 tickets sold. From this perspective the fidelity fan card can not be considered a successful measure and has not been able to invert the negative trend of stadium attendance in Serie A of the last three decades.

Mucahit Fisne

Ph.D. Student, Cumhuriyet University, Turkey
&

Mehmet Gul

Ph.D. Student, Cumhuriyet University, Turkey

The Importance of Cultural Differences in Global Sports Marketing: Examples from Local Cultures and Global Sports Industry

Marketing is generally described as the process of developing and implementing activities that are designed to meet the needs or desires of consumers. A consumer is an individual or organization that selects and purchases goods and services. Sport marketing is an application of marketing principles to sport products and services and it is focused on meeting the needs, wants, and desires of sport consumers. A sport consumer can also be defined as an individual or group who generally selects, purchases and uses a sport or sport-related product or service. Global sport marketing is the application of sport marketing concepts on a global scale and global sport industry includes all the suppliers of products and services that seek to make a profit by satisfying the needs, wants, and desires of sport consumers worldwide.

Culture is a set of shared understandings that affect all facets of life by influencing the values, attitudes and behaviours of a society and cultural differences can be seen from society to society. These cultural differences can have a powerful influence on consumer behaviour. Consumer behaviour refers to the selection, purchase and consumption of goods and services for the satisfaction of needs and wants. Sport consumer behaviour is also a consumer behavior relative to the products and services offered in the sport and it is deeply influenced by cultural differences. Hence, it is critically important to be aware of the cultural differences and their impact.

This paper aims to explain the effect of cultural differences in global sports marketing and conceptualize its value based on case studies in global sport industry. We hope that this paper contributes to filling a gap in the sports management literature and bring out some useful information for global sport industry and sport managers to meet the demands of sport consumers from different cultural backgrounds.

Loghman Keshavarz

Assistant Professor, Payame Noor University, Iran
&

H. Bararzadeh

M.A, Payame Noor University, Iran

Studying Relationship between Self-Efficacy and Some Personal Characteristics of Managers of Iranian Sport Boards

The purpose of this research was to analyze the relationship between self-efficacy and some personal characteristics of managers of Iranian sport boards. The present research is descriptive-correlation research that was performed with field method. The statistical population consisted of 175 senior managers of sport boards of Tehran province; in which, according to Morgan table total number of 123 persons were randomly selected as sample of research. In order to obtain required information it was used from demographic questionnaire and Sherer general self-efficacy questionnaire. The content validity of questionnaire was confirmed by experts and the consistency of questionnaire proved to be 0.84 in a pilot study. In order to obtain desired goals of research it was used from descriptive and inferential statistical methods including: K-S, ANOVA, Pearson Correlation Coefficient, T-Student, LSD method by using SPSS V.16 software. Results of research show that managers of sport boards have high level of self-efficiency. There was no significant relationship between self-efficacy of managers of sport boards and background of sport activity and background of managerial activity. However, there was significant relationship between self-efficiency and education, field of study, management of specialty and non-specialty sport fields and background of championship. Generally it is possible to conclude that in case of appointing managers of sport boards among sport champions having high level of self-efficacy and complementary education in the field of physical education compatible with type of contractual recruitment, it may be more useful for sport boards.

Abdusselam Kose

Associate Professor, Erciyes University, Turkey

Recreation & Leisure Trends in Relation to Major Changes in Turkish Society and Participation of Outdoor Activities in Turkey

Rapid and marginal changes are taking place in our leisure and recreation environment. These changes will affect the role of recreation and the direction of recreation services and new trends. All types of change and leisure trends require thinking about the human life, life style, social interaction and benefits of all. Awareness of trends provides recreation professionals and participants with a better understanding of challenges they will face. Now Surveys from all around the world focus on recreation trends in relation to major changes in society.

Today's working conditions and life challenges include such negative aspects as lack of body activities, irregular nutrition, stress; which cause negative effects on people's physiological and psychological structures in the short and long term. People seek different solutions in order to relieve these negative effects above mentioned. Moreover, environmental problems caused by such negative factors as industrialization, urbanization and air pollution and climatic changes encourage people to participate outdoor activities and travel to tourism regions where they may regain their health or obtain wellness thanks to unpolluted nature, environment and physical features.

Our research includes application of recreation & leisure trends, participation of outdoor activities and effect on Turkish society of 21. Century in Turkey. Participation rates for activities are one measure of recreation trends. We see the recreation activities with higher participation are outdoor sports and natural trips. Adventure and adrenalin sports are scuba diving, rafting, rock and mountain climbing, automotive and motorcycle sports, parachuting, snowboard and other winter sports, getting popular and change the social habits in Turkey. Also some adventure travels are cultural, ecological, botanic, aquatic, thermal, cave, hunting and plateau trips being a part of recreation of Turkish society. We try to understand that how and why these trends change our environment.

Victor Matheson

Associate Professor, College of the Holy Cross, USA
&

S. Syzmanski

Professor, University of Michigan, USA

**If you host it, will they come? Mega-Events and
Tourism in South Africa**

Juan Mendoza

Professor, University of Pacifico, Peru,

Sergio Parra

Professor, University of Pacifico, Peru,

Andres Rosas

Professor, University of Pacifico, Peru

&

Santiago Tellez

Professor, University of Pacifico, Peru

Referee Bias in Professional Soccer: Evidence from Colombia

This paper measures the magnitude of referee bias using data from the Colombian professional soccer league. Our dataset contains more than 1687 observations encompassing first-division games played between 2005 and 2009. We use both OLS and Poisson regressions to estimate the effect of the score difference on the length of injury time added at the end of both the first and second halves of each game. Our main result is that there is a sizable and statistically-significant referee bias favoring home teams. In particular, we find that referees extend injury time by approximately half a minute if the home team is trailing the half or the game by one goal. We also find that referees tend to end injury time half a minute earlier if the home team is winning by one goal. We do not detect referee bias if the score difference is greater or equal than two goals. Our estimation controls for various determinants of injury time such as the number of player substitutions, the number of yellow and red cards, the occurrence of penalties or other unusual events during the game. We also consider fixed effects at the team and referee levels in order to control for other sources of variability in the length of injury time. We study how the size of the referee bias might depend on variables such as attendance, ranking difference, previous performance in the tournament, homicide rates in the city of the home team, as well as a measure of historical performance of each team. We also estimate the importance of the referee bias in terms of deciding games and final standings in the tournament. Our results are consistent with the hypotheses that social pressure or psychological motives, either conscious or unconscious, exert a significant influence on referees' decisions.

Mostafa Nasiri

Assistant Professor, Payame Noor University, Iran

The Civil Responsibility of Swimming Instructors in Legal System of Iran

In Iranian laws there is no rule on this subject. However, in Islamic jurisprudence there are four views concerning swimming instructors' obligation in relation to effects and means. These views have made judges disagree upon this subject. The researchers has attempted by drawing on mutual intent, the spirit of law, and usage to prove that these obligations are dependent on effects.

In pleas related to swimming trainer's obligations, the magistrate must firstly determine the real intention of both parties to decide whether their intention is obligation to result or obligation to effort. However, when there is no evidence, the trainer's intention in protecting minor and great learners would be obligation to result (keeping learners safety and training them), because everybody who signed a swimming contract expects to learn all the swimming skills in thorough security. Contract is located on the same base. So, the trainer's obligation is not only his conventional effort to protect learners but it requires him to keep them safety. Furthermore, the involvement of secret factors in the trainer's job is minor, so it is usually possible to put confidence in achieving the desired results.

Therefore, drowning of the learner is in the consequence of trainer's fault unless he proves that the incident was not related to him and is due to learner's fault or force major factors (external factors). It is the same for driving learners, because in this case, according to Custom, any hurt (loss) is due to trainer's act, and there is no difference between minor and great.

Panagiotis Petratos

Associate Professor, California State University, Stanislaus, USA

Athletics and Information Technology Emerging Trends

Investment in Higher Education pays off as it is closely coupled with employment. University graduates get jobs and contribute their fare share to State taxes during the period of their career. Ancient Hellenes Philosophers emphasized the importance of paideia Education and Athletics with the phrase “νοῦς ὑγιῆς ἐν σώματι ὑγίει”. Therefore investment in Athletics Education provides a plethora of benefits. In this presentation the use of IT in Athletics is summarized including use of football position transmission systems informing referees if it is a goal or not with special wrist watches, head mounted cameras, wristwatch heart rate monitors, computer software for recording performances. Sport tournaments: video analysis of individuals for assessment so that comparisons between individuals and groups can be made. Referees: video recording and instant playback of multiple viewing angles to detect and judge hidden encounters and questionable play practices. Gymnastics: preparation of flash animations demonstrating correct technique and video performance etc. Outdoor sports: use of video and cameras for recording, storage of records on notebook computers for mobile use, mobile phones and radio handheld communicators for emergencies. Dance: use of video and body cameras for recording, presentations and assessment. Interactive technologies for team sports such as basketball.

Jan Pieper

PhD Student, University of Zurich, Switzerland,

E. Verbeek

Professor, University of Zurich, Switzerland

&

E. Franck

Professor, University of Zurich, Switzerland

Informational Asymmetry among Buyers as a Rationale for Vertical Integration: The FIFA's Make-Or-Sell Decision about the World Cup TV Rights

The FIFA World Cup is the world's most widely viewed sporting event. In terms of FIFA's total revenue of USD 4,189 million in the four-year 2007-2010 period, the lion share of USD 2,408 million was attributable to the sale of TV rights for the 2010 FIFA World Cup. TV rights are regionally exclusive and can be considered an intermediate good within the 'World Cup value chain'. FIFA partly negotiates directly with broadcasters and partly sells the rights in packages to specialized intermediate agencies.

Our goal is to analyse the underlying economic intuition of FIFA's make-or-sell decision. A key reason to use the market refers to the considerable potential for synergies that horizontally integrated intermediaries can exploit in a superior way. These specialized agencies typically promote several sports events to benefit from economies of scale and scope, learning economies, superior risk management, and lower costs of market entry. FIFA's operations, on the contrary, are restricted to promoting football.

By means of a first-price auction, FIFA tries to appropriate the rent that stems from the agencies' synergetic advantages. A set of additional requirements of the auctioned TV rights (e.g., minimum rates of free-TV coverage) are specifically designed and enforced by FIFA to reduce agency problems and market transaction costs.

However, in repeated auctions of the quadrennial FIFA World Cup TV rights an experienced agency may strategically use its private information about the project's production costs in subsequent auctions to the detriment of the auctioneer's revenue. Thus, there is also an incentive for vertical integration.

With a formal auction model, we show how informational asymmetry among bidders weakens the competition: Whereas

inexperienced agencies place more defensive bids to avoid an extensive winner's curse, an experienced agency can bid less aggressively and still have a positive probability of being awarded the project. This behaviour, in turn, yields a lower expected selling price for the auctioneer. In an extended model, we demonstrate that FIFA can mitigate this problem by acquiring the experienced agency's private information and making it public.

Giambattista Rossi

Researcher, Birkbeck University of London, UK

Contract Duration and Player Performance in Italian Serie A

The aim of this paper is to examine the relationship between players' contract duration and their productivity in Italian Serie A professional football. The underlying theoretical ideas relate to moral hazard and shirking behaviour; there is an incentive to shirk when pay is not linked to productivity and effort is difficult to monitor. I explore the links between football players' contract duration and their productivity. Specifically, the focus of the paper is to examine whether or not the duration of time remaining on a contract has an effect on a player's performance. The contribution of this paper to the literature is twofold. First it addresses the lack of evidence in this area in relation to European football. Second, an objective measure of performance based on a composite index of the overall performance of an individual player is used as the dependent variable. Empirical research on the impact of contract duration on performance is challenging because it is difficult to measure performance in an appropriate way. According to Feess et al. (2010), this type of research is often carried out in sectors where jobs are relatively simple and individual performance measures are readily available. In this respect, the professional sport sector has proven to be an useful source of data, not because tasks are necessarily easy or innate ability does not matter, but because of the greater availability of information on performance, contracts and proxies for players' ability.

Several previous studies have explored the effect of a players' contract on performance. However, much of the research on opportunistic behaviour in sport is focused on US sports, where performance metrics that measure player productivity are more widely agreed upon. The number of studies on the performance effects of contract duration in European football is still very small largely because it is difficult to obtain adequate performance measures. Individual performance of football players is often hard to measure either because of the job's complexity, consisting of many different tasks, the team element in performance or because only specific performance measures such as goals scored are available.

In one of the few studies on the effect of contract duration in European football, Feess et al. (2007) found that player performance in the Bundesliga during the seasons 1996/97-2002/03 increased by 2-3% as the end of a player's contract approached and contract negotiations became imminent. In addition to performance measures such as goals

scored and number of appearances, the model also used a subjective overall player rating. In a similar study on German football for the seasons 1998/99-2002/03, Frick (2011) investigated player performance and contract duration using the same performance index as Fees et al. (2007) and the findings largely confirmed the previous evidence; depending on the specification of Frick's (2011) model, player performance increased by 2-3% per year as his contract elapsed. As players are monitored by their clubs and fans, such an increase in performance is indicative of a player's attempt to increase effort in order to benefit in the forthcoming contract negotiations. Moreover, the empirical evidence is consistent with team performance improving when more players are in the final year of their contracts and in contrast, performance falls off when players have signed multiyear contracts. In another study on the German Bundesliga (1994/95 - 1999/2000 seasons) Fees et al. (2010) also found a negative effect of longer contracts on average performance; longer contracts raised the probability of poor performance but had no significant impact on the probability of good performance.

In this paper, the main hypothesis under investigation is that, with other factors held constant, contract duration impacts negatively on the productivity of a player. Specifically, whether players close to the end of their contract tend to be more productive than players with a longer duration remaining on their contract. To test the hypothesis the regression model utilises player performance as the dependent variable and remaining contract length is included as an exogenous independent variable. The data set is an unbalanced panel of 1574 player-observations from the Italian Serie A and covers seven seasons (2000-01, 2001-02, 2003-04, 2004-05, 2006-07, 2008-09, 2009-10). I test the hypothesis using an objective measure of player performance, the IVG index and examine whether this varies negatively with the number of years left under contract. I also examine position-specific components of this aggregate measure. In contrast to previous evidence our results indicate that player performance significantly decreases in the last year of contract. This finding suggests that moral hazard is perhaps less widespread in football than has been supposed. In order to examine the robustness of this surprising evidence we are updating our dataset. I also aim to examine whether the results vary by playing position and position specific measures of performance including goalkeeper saves, defenders' tackles, midfielders' goal assists and goal scored by forwards. Since player contracts tend to have renewal options and teams that wish to keep strongly performing players will re-open contract negotiations, the analysis also explores the possibility that the negative effect of shorter contract duration on player performance may reflect player quality. The best players with strong performances are

rewarded with renewed contracts while players with poorer performances are allowed to let their contracts run down towards expiry.

Nuray Satilmis
Lecturer, Nevsehir University, Turkey

Evaluation of Self-Sufficiency, Commitment, Organizational Silence and Emotional Intelligence Among the National Female Taekwondo Players Aged 16-18 in Turkey

The present research was conducted in order to explore self sufficiency, commitment, organizational silence and emotional intelligence status of the female taekwondo players who were aged between 16 and 18, competitors at professional and national level, prepared for the international championships and to detect the variables between these points. 280 female players who were at the preparatory camp organized by Turkish Taekwondo Federation participated in the research and questionnaire forms consisted of 4 dimensions were administered to them using face to face interview technique. Answers given to the questions of the questionnaire were analyzed with computerized statistical program and presented in tables and suggestions about the aim of the research were added. Reliability of sub-dimensions of the research was between 0.84 and 0.98. Results that pertained to sub-dimensions (means of which were calculated) were as follows:

As the result of the research that was conducted with 280 players, it was found out that self-confidence and assertiveness (two of the dimensions of the self sufficiency) did not affect commitment while confidence and self sufficiency increased commitment positively. Confidence seemed to increase cognitional, physical and emotional commitment among the players. Accordingly, emotional intelligence increased physical, emotional and cognitional commitment among the taekwondo players. Besides, it was concluded that self confidence increased protection and protection and acceptance. At the same time, it was also one of the results of the present research that effort increased protection according to female athletes.

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A Goal Achievement Approach to Sport Leadership

Explanations for the connection between goals and achievement are many and varied. Goals state the end toward which effort is directed (Reichard, 1989) and provide the framework for its planning (Patterson, 2001). Achievement, as defined by The Merriam-Webster's Online Dictionary, is an accomplishment or result gained by effort (achievement, n.d.b). Achievement goal theory, path-goal theory, and the achievement component of Berryman-Fink's seven needs to motivate will be explored from a sport leadership perspective. Facets related to the goal achievement process that support sport organizational achievement from a leadership standpoint will be discussed and include: three types of goal origins categorized as sent/assigned, jointly/participative, and individually/self-set (Austin & Bobko, 1985); three levels of goals known to be individual, group, and organizational (Austin & Bobko); a dynamic system of goals of different levels, starting at the top of a hierarchy with self-goals (agency, affiliation, esteem) and ending at the bottom of the hierarchy with situated and very specific action plans (DeShon & Gillespie, 2005); mastery, and performance goals; the relationship between goal rigor and goal achievement (Lock & Latham, 2006); purpose and importance of feedback related to progress toward goals (Webb & Sheeran, 2005); and the identification of and how to overcome pitfalls preventing goal achievement. Finally, recommendations as to how sport leaders can utilize goal related theories and facets related to the goal achievement process from a sport organizational standpoint to support achievement in sport organizations will be provided.

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Major sports events – Why do people support them?

Most of the academic literature considers the regional economic benefits from hosting major sports events to be moderate (Crompton, 1995; Dwyer, Forsyth and Spurr, 2006; Horne and Manzenreiter, 2004; Matheson, 2009). Nevertheless, surveys indicate that local residents welcome the events (Preuss and Solberg, 2007), and also that they some residents are willingness to participate in funding them (Atkinson et al 2008).

This research investigates factors that influence peoples' attitudes towards such events, and also whether they accept governmental funding of them. The empirical data is from a survey of 980 Norwegian respondents, which investigated their attitudes towards three specific events, namely the Winter Olympics, UEFA's Championship in football (national teams) and the World Skiing Championship (Nordic games).

The questionnaires applied three alternative assessments. First was a hypothetical referendum, i.e. yes or no to host the events. Secondly, those who would have voted yes were also asked about their willingness to fund them. In both cases, logistic regressions were used to analyse factors that influenced the dependent variables. Thirdly, we measured the respondents view regarding governmental funding of such events. In this case, an OLS-regression was used to measure the influence of specific factors.

The results showed that people were positive to hosting the Winter Olympics (71%) and the World Skiing championship (77%), but less supportive towards the UEFAs' football championship (51%). The majority were unwilling to fund events by an earmarked tax, but more willing to accept ordinary taxes being spent.

The logistic regressions showed that respondents who emphasised the social dimension (enjoying the events together with others) had positive attitudes, a pattern that was reflected in all the alternative regressions. Those who emphasised the emotional dimension (affective motive) tended to be positive towards hosting the Winter Olympics and the World Skiing Championship. Respondents who identified themselves with athletes and/or teams (self-esteem motive) were particularly supportive towards the football championship. However, this group was reluctant to spend taxes on such events. The same pattern applied to those who emphasised the economic benefits for the host region. More details of the results will be given at the conference.

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The Challenges of Golf Development to Young Black South Africans and at Tertiary Institutions in South Africa

Introduction:

Throughout the world, golf is a major sport and leisure activity. South Africa is famous for its world class golf courses. The Sport Management Department of the Cape Peninsula University of Technology (CPUT) identified the potential of this sport. CPUT realised that no tertiary institution in the Western Cape offers a degree in golf management. As a result, the Golf Business Academy (GBA) was established which focus on the management of golf and game improvement. To correct the imbalance of black golfers in the world today, the GBA also focused on golf development by recruiting young black golfers into the academy.

Methods:

The coordinator of the GBA searched all league websites including PGA, LPGA, Girls Love Golf, and the Golf Development Board of South Africa. These are popular sites for young players to register, track progress and enter events. Several golf courses in and around Cape Town was visited. This consisted of face-to-face interviews and a questionnaire with questions relating to membership of young black players.

Results:

Preliminary findings of this study will be presented were comparisons between male and female membership, ethnicity membership and student membership will be compared. The feasibility of golf development will be explained at the hand of similarities and dissimilarities between the various challenges faced by different golfers due to socioeconomic backgrounds. The aim is to develop practical recommendations to benefit golf development at all tertiary institutions in South Africa.

Conclusion:

Golf development to young black South African golfers is an ongoing battle. Financial constraints, possible corruption, lack of government golf courses and early exposure to the game are many of the challenges faces to promote and develop the game of golf. The researcher aims to provide guidelines to improve golf development at tertiary level.

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Investigating Competitive Intelligence Systems of Professional Football Clubs in Turkey

The competitive intelligence, benefited from many methods and tools in the management, marketing and information technology fields, has basically six major steps; defining the user requirements, information gathering, information processing, analysis, information delivery and feedback. The companies can succeed, if they can be well prepared against internal and external threats and perceive chances faster than the competitors. The competitive intelligence is a signpost in this scope.

The study has been prepared for learning Competitive Intelligence (CI) Systems of Professional Football Clubs in Turkey. For this purpose, in the light of literature as data collection medium the questionnaire forms, comprising 12 basic questions and 49 auxiliary questions, were prepared (Annex-1). They were applied to the managers and administrators of all Turkish professional leagues' teams (125 teams) in the same season 40 managers and administrators participated in this research by answering the questionnaires. The scale used has high reliability with evaluated 0,88 Crohnbach's Alpha rate.

In the research it has been observed that the professional Turkish leagues' managers and administrators see competitive intelligence activities as an important factor for success of their teams. Furthermore, they indicate that their intelligence activities will increase in the future. On the other hand, it can be said that with the level of team goes higher, the usage of competitive intelligence goes up as well. According to research, the most effective CI activities provide intelligence is internet and web (54 %), football federation database (40 %) comes second and personal contacts (% 38) comes third in a row.

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&

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The Effect of Cooperative Learning and Traditional Exercise Method Used In Physical Education and Sports Upon Social Skills of The Students

This research was conducted in order to explore the effect of cooperative learning and traditional exercise method used in physical education and sports upon social skills of the students.

The study was conducted with a total of 63 students (31 girls and 32 boys) who studied at the 7th grade in Kayseri city center and who were selected using simple random sampling method. The students who were sorted out as group A and group B received an 8-week basketball teaching program. The students of group A were trained using "pairs-check-perform" and "Learning Together Technique" of Cooperative Learning Technique whereas the students of group B received "Exercise Method" of traditional teaching method.

As the data collection tools, "Social Skill Scale" developed by Tuncel (2006) was used in order to measure social skills of the students.

The data obtained from the research were analyzed with a statistical package program in a computerized environment. Descriptive statistical methods (frequency, percentages, means, standard deviation), Kolmogorov - Smirnov distribution test (to analyze the data that follow a normal distribution) and independent sample t test (to analyze intergroup comparisons of the parameters that followed a normal distribution) were used for the data analysis. The effect of the group and sex variables upon the difference between the pretest scores and posttest scores was assessed using Repeated Measures ANOVA. Results were considered significant at $p < 0.05$ and ninety-five percent confidence intervals were calculated.

In light of the study results, Cooperative Learning Method used to improve social skills of the students were found to be more effective than Traditional Exercise Method. Cooperative Learning Method improved social skills of girl students and boy students at the same level.