Sport Management Digest

RUSSIAN INTERNATIONAL OLYMPIC UNIVERSITY

World Association for Sport Management

WASM

Sport Management Digest (SMD) is the official publication of the Russian International Olympic University (RIOU) produced in partnership with the World Association for Sport Management (WASM). The SMD is a new and unique publication, which provides a synthesis of all studies in the top ten sport management journals including

Sport Management Review

Journal of Sport Management

European Sport Management Quarterly

Journal of Global Sport Management

International Journal of Sport Policy and Politics

International Journal of Sports Marketing and Sponsorship

International Journal of Sport Finance

Communication and Sport

International Journal of Sport Communications

Journal of Sports Economics

The principle aim of the SMD is to enhance the understanding and knowledge development of academics and practitioners working in the field. The SMD is edited by a team of international scholars, it is published bi-annually in spring and autumn each year and is completely free for anyone to use. Readers can also automatically translate individual sections of the SMD in three languages including Chinese, Russian, and Spanish.

Dear friends,

It is with pleasure and pride that I present to you our new publishing project implemented in collaboration with our long-time partner, the World Association for Sport Management. Sport Management Digest will meet the needs of those who want to keep informed of the current state and future prospects of the global sports industry. The Digest will be your reliable guide in navigating the overwhelming sea of publications on this topic. It will also help you save the most precious resource of modern life - time, as you browse the most valuable publications selected by leading experts in the field.

I wish you pleasant and informative reading!

Lev Belousov

Rector of the Russian International Olympic University

On behalf of the World Association for Sport Management (WASM), it is my distinct pleasure to welcome the inaugural issue of the Sport Management Digest that is a joint WASM-Russian International Olympic University (RIOU) venture. Sincere thanks to both the RIOU for their efforts in producing the Sport Management Digest, as well as to General Editor Vassil Girginov and his outstanding Editorial Board composed of colleagues around the globe. This first issue of the Sport Management Digest, presented in eight sections, includes a review of 130 articles from 10 sport management journals. The Sport Management Digest will be produced twice a year and will soon have the capacity to be translated into one's native language. We hope you enjoy this unique product that is being offered free to our global sport management community!

Dr. Karen Danylchuk

President, World Association for Sport Management (WASM)

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The Sport Management Digest: Background, Aims, Scope, Approach and Bibliometric Insights

Vassil Girginov & James Skinner

Background to the Sport Management Digest

As we enter the decade of the 2020s sport organisations are viewed as open systems, which comprise an inter-independent array of changing technologies, policies, personalities, groups and skills. They are not fixed and isolated entities insulated from their surroundings but need to expand and evolve by adapting to changes. Just as contingency theories argue that there are no universal principles that can be used to effectively guide an organisation into a productive future, sport organisations today respond to their commercial and cultural world dependent on the specific circumstances they face. In some cases, a rational, conventional, and disciplined approach may be needed to accommodate some change in market conditions, but in other situations a more intuitive and novel strategy might be more appropriate. In order to meet these challenges sport managers have developed greater strategic skills, delivered timely and varied packages of services to increasingly discerning customers, and continually monitored the changing needs of the public. These changing demands on sport managers, in part, contributed to the development of the discipline of sport management. Costa (2005) suggests sport management defined itself as a discipline in the mid-1980s "as signalled by the founding of the North American Society for Sport Management (NASSM) in 1985" (p. 117), and a key element of the growth of the discipline has been the publication of scholarly works (Chelladurai, 2005). As Pitts (2001) suggests: "a field of study cannot exist without a body of knowledge and literature" (p. 2) that has been formed through the process of research.

Sport management's rapid growth from a modest beginning in the 1960s to a widely recognized and legitimate field of scientific inquiry is now supported by 24-dedicated peer-reviewed journals and some 100 sport-related journals. Taylor & Francis, the world leading academic publisher, boasts a portfolio of some 250 sport management books and five journals specifically on sport/leisure management and 30 journals in

related areas. The first dedicated sport management journal, *Journal of Sport Management*, was founded in 1987, when it published 13 papers that year. In combination, the 10 leading sport management journals will publish over 300 papers in 2021. Currently sport management is taught both at undergraduate and graduate levels in thousands of universities across Africa, Asia, Australia, New Zealand, Europe, North and South America, Middle East and Middle Eastern countries. Sport management research forms an integral part of the academic output that has been subjected to evaluation by governments in different countries. Sport management has become institutionalised within academic associations covering all parts of the world, (e.g., The North American Society for Sport Management (NASSM), the European Association for Sport Management (EASM), the Sport Management Association of Australia and New Zealand (SMAANZ), Asian Sport Management Association (ASMA), African Association for Sport Management (AASM), Latin American Association for Sport Management (ALGEDE) and the World Association for Sport Management (WASM). Sport management is also an applied field and currently there are some 4 million registered sport managers in Europe alone, with the United Kingdom boasting the largest number of 1,132,500 managers followed by Italy with 542,429 managers (European Union, 2016).

Aims and Scope

Sport Management Digest (SMD) is the official publication of the Russian International Olympic University (RIOU) produced in partnership with the World Association for Sport Management (WASM). SMD is a new and unique type of publication which provides a digestible summary of information that is methodically classified and arranged in portions to promote comprehension of key topics and their application in practice.

The principle aim of the SMD is to enhance the understanding and knowledge development of academics and practitioners working in the field. It provides one-stop shop where users can find a high-level digest of key topics published in the top ten sport management journals. SMD is published bi-annually in spring and autumn each year, and is free for anyone to use.

The growth of sport management knowledge and information has made keeping up with theoretical and methodological advances in the field challenging for experienced and novice researchers alike. It also poses distinct challenges to practitioners who use research in their daily work. Therefore, there is a need for a high-level publication that digests the main developments in the field in an easily accessible format and

understandable language. The SMD builds on the earlier efforts of the Journal of Sport Management in the 1990s to provide a digest of some new publications in the field, but does so in a much more comprehensive and systematic way.

Currently, there are over *100 academic journals* publishing sport management-related research and practical insights. Of these, some 30 journals specialise in different aspects of sport management, and there are also mainstream business, economics, management, marketing, organisational studies and sociology journals that tend to publish sport-related papers. While the list of journals may be long, they tend to vary in scope and quality, which makes any meaningful summary of their content virtually impossible. Therefore, the SMD focuses on the main 10 established sport management journals which are supported by different academic continental associations and WASM. Table 1 shows the selected journals all of which charge a subscription fee or provide paid access to selected articles.

Table 1. Background information about the ten sport management journals included in the Sport Management Digest

Journal	Year established	Publication frequency /year	Journal Website
Journal of Sport Management	1987	5	https://journals.humankinetics.com/view/journals/jsm/jsm-overview.xml
Sport Management Review	1998	5	https://www.tandfonline.com/loi/rsmr20
International Journal of Sports Marketing and Sponsorship	1999	4	https://www.emerald.com/insight/publication/issn/1464-6668
European Sport Management Quarterly	2001/ 1994	5	https://www.tandfonline.com/loi/resm20
International Journal of Sport Finance	2006	4	https://fitpublishing.com/journals/ijsf
International Journal of Sport Communications	2008	4	https://journals.humankinetics.com/view/journals/ijsc/ijsc-overview.xml
International Journal of Sport Policy and Politics	2009	4	https://www.tandfonline.com/loi/risp20
Journal of Sports Economics	2011	6	https://journals.sagepub.com/home/jse
Communication and Sport	2013	6	https://journals.sagepub.com/home/com
Journal of Global Sport Management	2016	4	https://www.tandfonline.com/loi/rgsm20

Editorial Board

The SMD is written by an international team of scholars specialising in each of the eight thematic areas.

Approach to the Sport Management Digest

The content of the SMD is organised around eight thematic sections, plus a general introduction in the form of a bibliometric analysis, which in combination, provide comprehensive summaries of the articles published in the ten sport management journals. To allow keeping track of those publications in the current year, subject to review are only articles published in regular journal issues and not online first articles, which are

covered in the subsequent issue of the SMD. In addition, readers will find an annotated bibliography of selected articles reviewed in each section as determined by the editors.

A bird view of the sport management field in the first half of 2021

The ten sport management journals subject to review in the SMD will publish in 2021 a total of 47 issues with some 300 articles. This section provides a bibliometric analysis of the articles published in the first half of the year, from January to June 2021. These articles were written by 306 authors affiliated with 129 institutions and figure 1 shows the number of published outputs from the top ten institutions. Contributing authors came from over 50 countries from all continents.

Figure 1. Top ten institutions by number of published articles (January - June 2021)
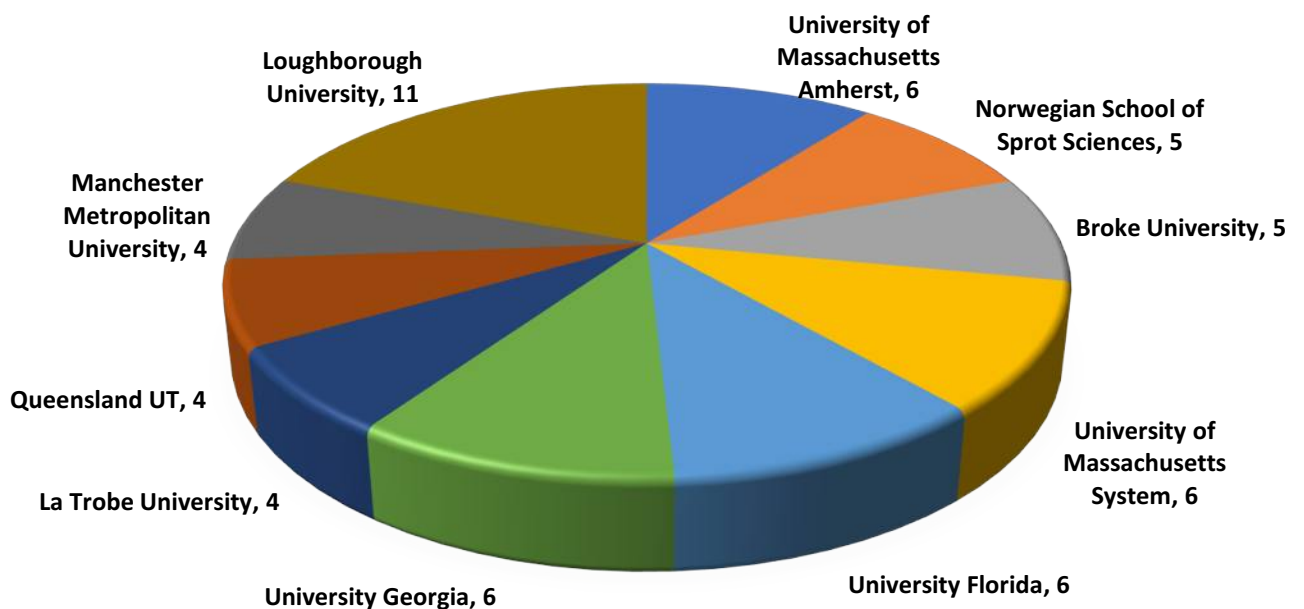
A closer look at the metrics of individual journals suggests that the field is still heavily dominated by ideas and authors originating from North America and Western Europe. Since sport management is a deeply rooted contextual activity, there is a danger of uncritically promoting ethnocentricity within the field. Table 2 shows a sample of journals with the number of published articles and authors' country.

Table 2. Number of articles and authors' country of selected sport management journals (January-June 2021)

Journal	Articles (No)	Countries (No)

European Sport Management Quarterly	42 (9 UK; 7 USA)	23
Sport Management Review	25 (15 USA; 6 UK)	10
Journal of Sport Management	28 (24 USA and Canada)	7
International Journal of Sport Communications	11 (3 Australia; 3 USA)	7

Figure 2 depicts a network analysis in terms of co-citation links between different sport management journals. The analysis was conducted using the VOSviewer software (version 1.6.8), which computes the network using RIS files generated by data bases such as Scopus and Web of Science. As a general rule, the closer two journals are located to each other, the stronger their relatedness, and the strongest co-citation links between journals are also represented by blue, red and green lines.

Naturally, the picture is limited due to the low number of articles included in the analysis. What emerges from the analysis though is a greater relatedness between authors published in the same journal as opposed to stronger relatedness between sport management journals (the distance between blue, orange and green boxes is not very close).

Figure 2. Network analysis of ten sport management journals (January – June 2021)
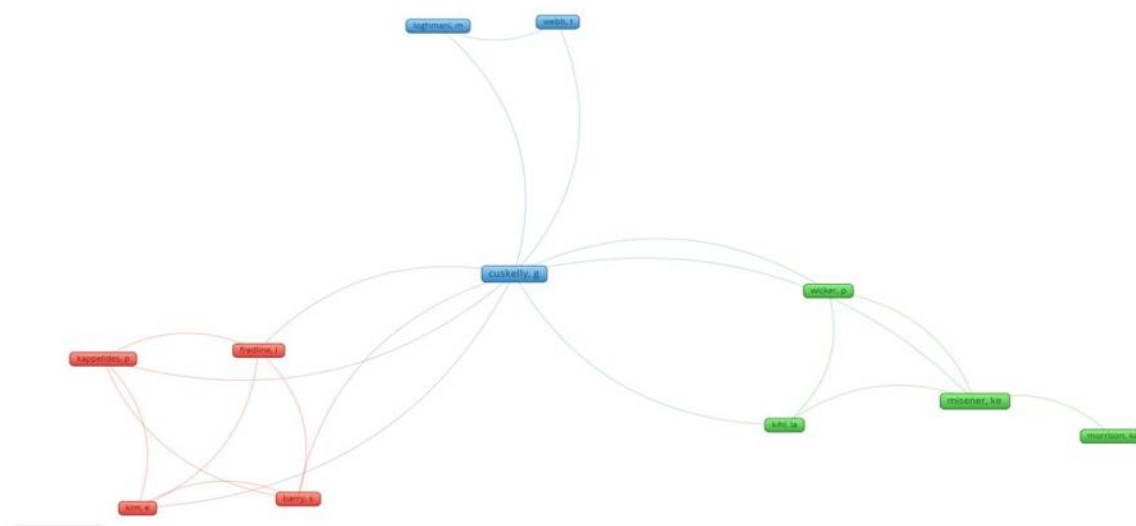
The research published in the ten journals has been funded by a number of public, charitable and commercial agencies, which speaks to the impact the work of sport management scholars is having on sport and society in general. Twenty-five studies were

funded by grants of which six from research councils, five by universities, 10 from governmental agencies and charities and four from major governing bodies of sport including the International Olympic Committee, UEFA, UK Sport and Sasakawa Foundation.

The democratisation of knowledge has become an important feature of academic research and sport management research in particular, which is exemplified by the Open Access (OA) approach to publication. Access to the content of all ten journals covered by the SMD is on a subscription or pay by article basis. For example, the annual subscription charges for the European Sport Management Quarterly and Sport Management Review are $1,408 and $687 for institutions, and $309 and $146 for individual respectively, while the average price for downloading/purchasing an article is around $25. This means that individuals and institutions who do not subscribe to some of the journals (or don't have the means to pay for an article) will find it virtually impossible to access their content. The OA approach is contingent on institutions or individuals paying an article processing charge to the journal publisher, which then makes the paper freely available to anyone to access. It is encouraging to note that some 17% of the publications in the first half of 2021 were made under the Open Access regime, but ideally it would be beneficial for the entire sport management community this percentage to be much higher.

As we alluded to in the introduction, the commercial forces that embraced sport in the second half of the 20th century led sport managers to radically review and change sport's management structures and practices. The changes were supported by a clutch of management theories and principles signalling that adaptability was the key to survival and sustainability. Thus, flexible structures and open systems have become central to sport's commercial viability and social relevance. In tandem, we have seen sport management evolve into a discipline with its own body of knowledge, numerous professional associations, a vibrant employment sector and an area of research that is published in discipline specific high impact academic journals. Sport Management Digest is the latest edition to this group of journals and aims to provide the sport management community with a broader and deeper understanding of the high-quality research that is being undertaken within the discipline.

Theoretical Developments in Sport Management

Vassil Girginov

Exactly hundred and ten years ago, Frederick Winslow Taylor published his influential book, The Principles of Scientific Management (New York: Harper, 1911), which has legitimised management as a scientific discipline. Taylor's main concern was the notion of efficiency as applied to organisations. But Taylor's writing was profoundly influenced by the science of physics and it is somehow astonishing to think that the main intellectual impetus behind the birth of the science of management came from the natural world in the form of physics. The combination of Newton's law of motion with advances in heat interactions allowed scientist to understand how machines could function with maximum efficiency, and being an engineer, Taylor borrowed this idea and applied it to industrial organisations.

Debates whether management, and sport management in particular, is a science continue to fill the pages of academic and popular journals. What is not disputed though is the fact that management is an integral scientific discipline. More recently, Mintzberg (2011) defined management as a combination of science (i.e., knowledge), art (i.e., vision) and craft (i.e., skills). Each of these three fundamental elements of management is the subject area of a number of scientific disciplines. As a result, significant advances have been made in our understanding of how organisations are structured, governed and change over time as well as how people working in those organisations are motivated, managed and developed.

One of the comprehensive attempts to capture the variety of theoretical perspectives that inform research in sport management has been the Routledge Handbook of Theory in Sport Management edited by Cunningham, Fink and Doherty (2015). The editors have grouped different theoretical perspectives employed by sport management researchers into four categories including managerial theories (with 13 theories), marketing theories (including eight theories), socio-cultural theories (including five theories) and economic theories (including three theories). The list of 29 theories

covered by the Handbook is by no means exhaustive and as the articles included in the first issue of the Sport Management Digest testify, the number of available theoretical lenses for interrogating the field is much greater. This is inevitable, given the composite nature of sport management and the unique contexts in which it is practiced and studied.

Below is a summary of the theoretical perspectives used by the articles covered in this review and their comparison with the theories included in the Handbook of Theory in Sport Management. Clearly, not all publications have been based on an explicit theory, and some studies have been either conceptual, that is, using a range of different perspectives, or are atheoretical. It should also be noted that not all listed theoretical perspective represent fully-developed theories rather conceptual frameworks and approaches. The 'Theory development' section of the Sport Management Reader will be reviewed by Dr Lisa Kikulis from Brock University, Canada who will join the editorial team later in 2021 for the second issue of the SMD.

Table 1 provides a snapshot of the range of topics addressed and the theoretical perspective used by sport management scholars in the first half of 2021 in the ten selected journals, as identified by section editors. As can be seen, it really is very encouraging to note an array of theoretical lenses employed, and in some cases, a bricolage of theories, to explain seemingly common issues. There is also virtually no overlap between the theoretical perspectives covered by the Handbook and those used by researchers in the articles reviewed (see the list of theories below Table 1).

Sport management topic	Theoretical perspective
Sport governance	Resource-pendency theory
	Dynamic capabilities
	Urban governance
Public policy	Institutional theory
	Multiple streams framework.
Soft power in sport	Soft power
	Inter-organisational theory
	Stewardship theory
Gender equality	inequality regimes

Media depiction of social issues	Social cognitive theory (mass communication) and framing theory
Fans behaviour	Interpersonal behaviour theory
Violence prevention	Feminist understandings of violence prevention
Impact of corruption on sport demand	Systematic corruption Principal-supervisor-agent hierarchy
Corruption and sponsors value	Event study and efficient market hypothesis
Organisational image repair	Benoit's (2006) image repair typology
Athletes off-the field misconduct and sponsors' risk	Barnett's (2104) theory of stakeholders' response to organizational misconduct
Sport organisations response to Covid-19	Bounded rationality and bounded morality
Role of media in communicating corruption	Heidenhemier's (2002) framework on perceptions of corruption
Role of referees in match fixing	Social Structural constraints: cultural (Skoog, 2005) & relational (Wasserman & Faust, 1999)
Volunteers selection	Perspectives: Strategic human resource management & Resource-based view
Institutional entrepreneurship	Institutional theory (institutional change, institutional entrepreneurship)
Agency theory and principal–agent alignment	Agency theory
Effects of race on coaches' lateral moves	Homologous reproduction theory
Hybrid management work in elite sport	Relational sociology
Innovation in national governing bodies of sport	Organisational theory (dynamic capabilities)
Gendering of recruitment and selection processes to boards	Organizational logic and inequality regimes
Corporate Social Responsibility	The Internal CSR and Sponsorship-linked Health Care Strategy Model
Ambush marketing	Ambush marketing framework

Sponsorship fit and team's identification	Congruity theory
Teams' identification and advertisement	Social identity theory
Effects of sport consumption on customers' emotions and behaviours	Self-construal framework; Affective dispositional theory
Sport sponsorship agendas	Agency theory
Effects of team's merchandise usage on team's identification	Cognitive dissonance theory Social identity theory
Image congruence between sports event and host city	Co-branding theory/ image transfer theory Schema theory Reasoned action/planned behaviour
Communication effectiveness and CEO's commitment	Cause-related marketing (CRM) theory
Sports-related accident and sponsorship effects	Fear appeal theory Information processing model
Customers' experiences in a retail shop	Customer's experience model
Effects of quality and leverage on image transfer in sport	Image transfer model Signalling theory

Theoretical perspectives covered in Routledge Handbook of Theory in Sport Management
Cunningham, Fink and Doherty (Editors, 2015)

Managerial Theories

Theory of Suffering and Academic Corruption in Sport

Strategic CSR in Sport

Stakeholder Management in Sport Organizations

Mega-sport events

Neo-Institutional-Translational Theory of Policy Implementation

Theory of Sport Policy Factors Leading to International Sporting Success (SPLISS)

Developing a Theory of Board Strategic Balance

The Conception, Development, and Application of Sport-For-Development Theory

Multidimensional Model of Leadership

Organizational Justice Theory Development

Managing Diversity

Work-Family Conflict Theory

Sport and Sense of Community Theory

Marketing Theories

Sponsorship-Linked Marketing

Team Identity Theory

Sport Consumer Behavior

Brand Equity in Sport: Conceptualization

The Psychological Continuum Model: An Evolutionary Perspective

Sport Fan Socialization: Becoming Loyal to a Team

The Sports Product Framework

Sociocultural Theories

The Gendering of Leadership in Sport Organizations: Poststructural Perspectives

Inclusive Masculinity Theory

Critical Race Theory in Sport and Leisure

Gatekeeping and Sport Communication

The Continuum Theory

Economic Theories

Balanced Scorecard Approach to Evaluating Events

Towards a New Theory of Sport Anchored Development for Real Economic Change

Competitive Balance Theory

References

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Research Methodologies in Sport Management

James Skinner

Introduction

All papers considered in this section of the SMD are from published issues of the pre-selected journals. Table 1 provides a summary of the methodological approaches used across each journal for this time period.

Table 1: Summary of the Methodological Approaches

Journals	Mixed	Qualitative	Quantitative	Total
Communication & Sport	1	16	3	20
Communication & Sport - Invited Article	1	2		3
European Sport Management Quarterly	2	6	7	15
International Journal of Sport Finance			8	8
International Journal of Sport Marketing and Sponsorship	1	9	12	22
International Journal of Sport Communication		4	8	12
International Journal of Sport Communication (1 Critical Commentary and 3 Case Studies)				4
International Journal of Sport Policy and Politics	1	12	4	17
International Journal of Sport Policy and Politics – 2 Critical Commentary				2
Journal of Global Sport Management		6	3	9
Journal of Sport Economics			25	25
Journal of Sport Management	2	8	10	20
Sport Management Review		17	8	25
Overall Total	8	80	88	182

Over this period numerous research designs, data collection, and analysis techniques have been employed successfully to provide new insights into areas of research. Table 2 captures the variety of research designs and analytic approaches used

Table 2: Quantitative and Qualitative Designs and Approaches Employed

Quantitative Approaches	Qualitative Approaches
Simultaneous Equation Approach	Interviews
Regression Analysis (various forms)	Case Study
Independent t-test	Conceptual Review
Conjoint Analysis	Field Work
Chi-Square Test	Thematic Analysis
Quantitative Content Analysis	Focus Groups
Experimental Design	Observations
Linear Modelling	Ethnography
Factor Analysis	Qualitative Content Analysis
Structural Equation Modelling	Discourse Analysis
Survey	Narrative
Panel Modelling	Conceptual Framing

From these journals, three papers have been selected for a more detailed review. The papers selected were chosen as they used social media as a research platform. The decision to focus on social media papers was made as never before has such a rich vein of potential data been available to sport management researchers. Social media presents researchers with a tool to provide deeper insights into the influence and impact that sport can provide, however, it does present challenges. Therefore to begin, a short critique of social media as a research method will be presented.

Social Media as a Research Method Critique

There is no doubt that for sport management scholars the research potential within social media is commensurate with its volume, cultural status and popularity. It has been described as 'natural' (Bail, 2017) in that it records not only the time-relevant and event-specific posts by individual users or sport organisations, but also their interactions with fans and brands. Such data provide a rich and textured repository of narratives, which

are typically unavailable, or difficult to access via traditional research methods. In addition, researchers can take advantage of how users can communicate asynchronously (uploading a video of a past sport experience) or synchronously (live streaming of a sport experience) (Baym, 2015) to comment on sporting events. Social media data does not suffer from poor memory or reflective filtering of respondents after the event has occurred, which may arise in some methods. Rather, social media captures opinions, emotions and attitudes at the very moment of impact, providing a digital footprint and data set for researchers to utilise. Moreover, by reviewing a longitudinal series of social media content, it is possible to create an understanding of how ideas and views have formed, transmitted, and vanished over time (Robards, & Lincoln, 2017).

The term 'social media' has been employed to capture the presence of multiple social internet platforms incorporating blogs, social networking sites, and user generated content sharing sites (Fuchs, 2017). This means that communication is conversational in nature involving not just the expression of views, but their exchange through interaction. It is also worth keeping in mind that although most users are individuals, groups and organisations can post content too, as representatives of larger entities.

The unprecedented success and growth of social media emanates from its remarkable and unique ability to connect people in ways that would never be possible through conventional, analogue communication (Boyd, 2010). Unlike almost every other social contact, which tend to pass by unrecorded, social media leaves a trace, with conversations often labelled according to audience and content (Hoskins, 2009; Robards, & Lincoln, 2017). Studying and identifying a population online can be challenging. Ensuring validity and reliability can be demanding. Social media users themselves present an obstacle to validity and reliability because from a sampling viewpoint they tend not to be representative of populations.

Making generalisations from the sample to the population can therefore be problematic, due to bias. Data volume and volatility makes social media validity and reliability trickier due to the sheer volume and the swift changeability of the content. User content authenticity can prove troublesome to validity and reliability because it cannot be assumed that user behaviour on social media mirrors their behaviour in the material world. Emotive and deliberately controversial language and images are commonplace in social media, a side-effect of users trying to cut through the volume of posts and attract attention. Exaggeration and over-statement can therefore bias results and a researcher cannot necessarily be confident that a user's report of their opinions and intentions are

authentic. Social media content private ownership can influence validity and reliability, as some social media content is not shared publicly, again meaning that what is available will reflect a bias towards those users who want their opinions heard. Another problem is that some social media companies do not transparently release information about their platforms content, as they make decisions about their rules, functionality and policies based on commercial imperatives, such as the presence of advertisements and click-throughs.

Issues of privacy and ethics have also not been as fully reconciled for social media methods as they have for its traditional, analogue counterpart. Hall et al. (2016) pointed out from a legal standpoint that while developing, the issue is complicated by international legal boundaries. Sport management researchers face the problem of securing informed consent from participants. This may be impossible given the number of social media users and the challenges of contacting all of them. It may be argued that users are theoretically aware when they create social media content that it may be made public and used for other purposes. Page et al., (2014) warned that social media research may harm participants in forms that are not immediately tangible but are nonetheless significant (Corbett & Edwards, 2018). While this list is not exhaustive it does provide some initial insight into the challenges of social media research.

There is also an urgent need for critical reflection within sport management on the epistemological implications of social media research, which despite attracting the attention of scholars intrigued by its potential, currently lacks veracity as a research domain. Such consideration is relevant given that social media is transforming research methods through the availability of a detailed and vast suite of largely uncensored, accessible data generated through a public social process (Quinton, & Reynolds, 2018). In the sport management research context, Abeza, O'Reilly, Seguin and Nzindukiyimana (2015), and Filo, Lock and Karg (2015), undertook reviews examining social media scholarship. Although they utilised different approaches, both concluded that around 50% of the articles reviewed did not outline or apply a theoretical or conceptual framework, whilst the remaining work heavily utilised uses and gratifications theory (Ruggiero, 2000) and relationship marketing theory (Möller, & Halinen, 2000). However, if social media is to receive acknowledgement as a viable data domain, researchers need to provide transparent epistemological justifications.

Reflecting on the emergence, perception and employment of the new social media paradigm in sport management, it is instructive to review the nature of its ontological

underpinnings. To begin with, the application of different paradigms suggests that there is no single, accepted way of carrying out research (Skinner, Edwards & Smith, 2020). How researchers proceed depends upon numerous factors, including how one sees the world and the nature of one's reality (*ontology*), the relationship between the inquirer and knowledge (*epistemology*), and what techniques can be used to measure the perceived reality (*methodology*). Further, a paradigm is a set of propositions that explain how the world is perceived, and a way of breaking down the complexity of the real world, telling researchers what is important, what is legitimate, and what is reasonable (Sarantakos, 2002). Yet, the fluid and chaotic nature of the social media world encourages a continually shifting definition of 'what is important?'. Guba (1990) suggested:

> *there are many paradigms that we use in guiding our actions: the adversarial paradigm that guides the legal system, the judgmental paradigm that guides the selection of Olympic winners, the religious paradigms that guide spiritual and moral life [and] those that guide disciplined inquiry.(p.18)*

Yet, how the social media paradigm guides our understanding of the sport management world has not been fully explored.

Quinton and Reynolds (2018) proposed that digital research should not be restricted to specific ontological or epistemological perspectives, whilst others have advocated for specific approaches like Wittgenstein's ordinary language philosophy (Brooker, Dutton, & Greiffenahgen, 2017), or a critical digital and social media perspective drawing from the work of Marx (Fuchs, 2017). Social media data cannot be examined in isolation, as it has been shaped and influenced by broader, social, cultural and political contexts that need to be considered (a point noted in the review paper 3 of this section). For social media research to be considered and accepted as a sport management research domain there needs to be greater clarity, consideration and justification by sport management researchers using social media data surrounding the epistemological stance guiding their research.

One argument maintains that critical epistemologies are particularly well suited to underpinning social media analysis because it "is based on real world phenomena and linked with societal ideology" (Scotland, 2012, p.13). For example, the 'digital divide' and the social inequalities that arise from internet access and technological infrastructures have proved to be popular domains for critical lenses (Wessels, 2013). Social media's ubiquity has also raised concerns around the way its discourse produces

and disseminates inequalities, and unequal representation of certain populations that do not align with societal norms or cultures (Boyd, 2010); all salient questions to sport and its management, especially given the complexity of the digital divide (Radovanovic, 2011).

Fuchs (2008) observed that the internet, and in turn related social media platforms, are techno-social systems that are produced, utilised, adapted and shared through the activities and networks of human actors. In this sense an actor's discursive knowledge regarding social reality has a construction effect on the outcomes of social media interrelations. As such they are both enabled and inhibited by technological infrastructure, which means that "social media [platforms] are tools for exerting power, domination, and counter-power" (Allmer, 2014, p.40). Social media research therefore allows for the investigation of deeper, underlying structures and beliefs critical to the construction, interaction and engagement of and with the data (either text, images, networks, interactions) produced on social media platforms (Marwick, 2013).

The remainder of this article will focus on three papers that utilised social media as a research tool. The papers have been chosen as the above commentary is captured in their methodological design.

Social Media Papers

Paper 1 by Andrea Geurin and Erin McNary was published in the *European Sport Management Quarterly 21(1)*. The paper entitled 'An examination of Rule 40 and athletes' social media use during the 2016 Rio Olympic Games'. Ambush marketing was used as a framework to examine athletes' adherence to Rule 40. Under Rule 40 athletes are restricted from posting any content on social media featuring a non-official Olympic sponsor from a time period of nine days before the Opening Ceremony until three days after the Closing Ceremony. Therefore, athletes who have personal sponsors that are not official sponsors of the Olympic Games cannot use social media as a platform by which to promote or thank their personal sponsors during the so-called 'blackout period'. Methodologically, the study used a quantitative content analytic method to examine the Instagram posts made by 100 randomly selected US Olympians one week prior to the blackout period, during the blackout period, and one week after the blackout period from the 2016 Rio Olympics. This represented a six- week time period of data collection.

Instagram was chosen as the social media platform for analysis due to its blend of visual content (photographs and videos) with written content (captions for photos or

videos). It was argued that the use of visual content provided athletes with a greater platform by which to showcase their personal sponsors, as it did not require athletes to list sponsors by name, as is the case with solely written content. The use of this platform reflects the surge in platforms such as Instagram bringing a major research opportunity to access rich, visual data at the same time as instigating a methodological conundrum (Hutchinson, 2016). Instagram's remarkable, exponential growth as a mobile application wherein users upload images and video footage taken on their phones, influenced these researchers to apply robust methods when drawing on visual and textual material to systematically categorized and record the data for analysis.

The research followed an accepted process for quantitative content analysis. To begin it selected the content that would be analysed. Based on the research questions the researchers choose the content to be analysed, defined the units and categories of analysis and developed a set of rules for coding – adding to the robustness of the design. They then coded the content according to the rules and quantitatively analysed the data through frequencies, chi square, and independent samples t-tests to draw conclusions.

The development of a validated codebook for quantitatively analysing Instagram photos is a particular methodological strength of this paper. The codebook was used to capture athletes' self-presentation on Instagram allowing the captions of each photo to be analysed to determine whether any 'prohibited' words or phrases were used during the blackout period. The second strength the attention given to intercoder reliability. Two coders coded the sample. To begin each researcher coded 20% of the total sample independently of each other. Intercoder reliability was first calculated using percent agreement. Next, to test for chance agreement, kappa figures were calculated to determine if the threshold to continue with a content analysis study was met. Acceptable reliability figures were achieved and the researchers proceeded with the study by dividing the remaining 80 athletes' Instagram accounts equally between the two coders and these were coded independently. This robustness of analysis is commendable as visual data can create complications for researchers as images are inevitably open to a level of subjective interpretation, so scholars, as in this case, need to be accountable and find a consistent way of coding.

Paper 2 was published in a *Special Issue of European Sport Management Quarterly 21(3)*. The paper was authored by Daniel Weimar, Lisa Carola Holthoff and Rui Biscaia. It was entitled: 'A bright spot for a small league: Social media performance in a football

league without a COVID-19 lockdown'. The authors used daily follower statistics (Facebook, Twitter, Instagram, Youtube) three months before. during, and three months after the lockdown. By employing social media follower statistics of the Belarus clubs and well as those participating in 48 first divisions under shutdown, as a proxy for league interest from fans, Weimar et al estimated the effects of the COVID impact.

What is methodologically innovative about this paper is their use of cross-platform analysis (Facebook, Twitter, Instagram, Youtube). Sport management social media research is only just emerging in popularity as a productive method. As a result, researchers have not yet fully explored its methodological opportunities, particularly as new social media platforms and modalities are exploding into the mainstream more quickly than their research implications can be fully grasped. Amidst this inevitable clutter and learning on the job, one area of immense possibility for sport management researchers lies in conducting cross-platform studies; that is, research that collects data from numerous social media platforms at the same time. This research took up this challenge.

A first advantage of cross-platform analysis is that it can add tremendous richness and diversity to the data set. For example, different platforms attract different users, so the combination can immediate enhance the demographic and profile heterogeneity (dissimilarity) of samples. Added to this, a second advantage is that the same issue, topic or question can be addressed within different platforms, offering the researcher with different angles to investigate. Third, cross-platform analysis can also mean that different kinds and forms of data concerning the research question can be gathered, such as lengthy textual conversations, images, and short summaries. Fourth, cross-platform analysis exposes how the content and character of social media data can be platform specific, in line with the structures and modes each one allows and encourages (Burgess & Matamoros-Fernández, 2016). As such, sport management researchers can discover how each platform itself channels certain forms of responses.

A key implication is that researchers must remain mindful of the effects of each platform's medium, including its architecture, displays, data types, policies, rules, hashtags and labels, advertising, and moderation or censorship (Pearce et al., 2018). Researchers should be naturally attuned to such contextual variables anyway, but social media tends to amplify the effect. Furthermore, researchers need to be aware of how each platform presents it data, including the prioritisation of content based on certain metrics such as likes, retweets, followers, friends, and upvotes (Rogers, 2017); all of

which can potentially influence the perceptions and responses of subsequent users. The authors of this study have been mindful of these implications, and as such, their analysis of the Belarusian football fan experience has been enriched through a cross platform examination.

The third paper is taken from *Communication and Sport*, 9(1) It is authored by Grace Yan, Ann Pegoraro and Nicholas Watanabe and is entitled: "Examining Internet Research Agency (IRA) Bots in the NFL Anthem Protest: Political Agendas and Practices of Digital Gatekeeping'. The research examined the gatekeeping practices of IRA bots based on data released from the Social Media Listening Centre (SMLC) at Clemson University. In so doing, it aimed to enrich the discussions of digital gatekeeping in sport by illuminating new temporality, agents, and agenda on sport networks. The analysis approached bots' gatekeeping activities from three perspectives: the overall behavioural patterns, the discourses and underpinning ideologies, and communicative tactics to sustain attention on Twitter.

This data set was composed of 2,973,371 tweets from 2,848 bot accounts, which were verified by Twitter as being associated with IRA. The data were first downloaded in the form of 11 CSV files and then imported into the R-3.6.0 statistical software package and merged to one complete file. In order to locate protest-related tweets within the data set, a search routine was developed in the R statistical software through the use of a series of keywords. Overall, 152 key words were developed to assist the search. In the next stage, the authors read through the 24,831 tweets to filter out those messages that were unrelated to the NFL anthem protest, resulting in the removal of 17,865 tweets and a final data set of 6,923 tweets. IRA bots were placed into five groups: right troll, left troll, newsfeed, hashtag gamer, and fearmonger. Using Linvill and Warren's (2018) identification the authors verified the classification of bots in the context of NFL athlete protest.

Three interrelated analyses were conducted to comprehensively examine the IRA bots' gatekeeping activities and agendas. To address the first research question concerned with the overall pattern of bots' emergence, the time trend of bots' activities in relation to political dynamics was examined. Considering the second research question, critical discourse analysis (CDA) was employed to examine the tweets produced by IRA bots. The analysis from research question 2 provided the basis for addressing the third question and understanding that social media users were increasingly exposed to information quantity and quick turnover. The authors therefore considered it critical to

examine specific communicative strategies used by the bots to sustain the public attention on Twitter. This was done by examining the rhetorical style, the political context employed in composing tweets, as well as the utilization of networked connectivity surrounding the production of the tweets.

What is noteworthy methodologically in this paper is the use of CDA. This is because social media has converted the usually hidden opinions and interactions between individuals and groups into publicly available, searchable and downloadable data (Felt, 2016). Moreover, the data represents not only content from a networked sport community but also a barometer of current social discourses (Papacharissi, 2014). In this sense, this research was centred around questions concerning the nature and behaviour of people participating in social media sport networks (Sloan & Quan-Haase, 2017). This suggests sport management research can pertain to social media as a social instrument in its own right. For example, hundreds of millions of sports activists can congregate and communicate through social media, transgressing geography and background. Exactly what effect social media has had on influencing the sport agenda remains uncertain, and the investigation of social media as a cultural institution should sit at the top of the list of significant under-explored topics in sport management. This was a point noted by the authors who highlight an important characteristic of CDA is that all discourses can only be understood by reference to their cultural context. Moreover they note that the critical discourse analyst should consider the historical, sociocultural, spatial and institutional context within which the discourse was assembled, legitimized and disseminated.

At the contextual level, the researchers embraced a constructionist approach by seeking to link tweets' content in relation to larger social contexts of power. To do so, they sought to critically disembed the ideological underpinnings of the tweets by considering the polarized beliefs and forces surrounding the wider political environment. This approach acknowledges that for the critical discourse analyst language is not viewed as powerful in and of itself, but is given power as a result of how it is used, who uses it and the context within which this usage takes place (Wodak, 2001). As shown in this paper, discourses do not merely reflect social practices, but are integral to the constitution of power through these practices in order to achieve certain ends (Jager 2001). Crucial to this research was an understanding that language is not analysed out of context, but is situated within the specific context of social practices of which it is a part (Fairclough, 2001).

Conclusion

While the breadth of methodological approaches used over this period is impressive this article has paid particular attention to three social media research designs that have advanced knowledge within the field of sport management. It has been noted that social media platforms can provide insights into controversial issues and provide valuable information about how sport can shape and influence opinions, attitudes, experiences, consumption behaviours, preferences, desires, and frustrations. Despite the new epistemological concerns surrounding social media research about the production of knowledge this article has shown how sport management researchers are embracing social media as a research tool. The following section provides an annotated bibliography of additional social media papers.

Annotated Bibliography

Utz, S., Otto, F., & Pawlowski, T. (2020). "Germany Crashes Out of World Cup": A Mixed-Method Study on the Effects of Crisis Communication on Facebook. Journal of Sport Management, 35(1), 44-54.

The researchers at University of Tübingen investigated the effects of crisis communication on Facebook during the 2018 FIFA World Cup. In particular, the Facebook posts of the German team, captain Manuel Neuer and team member Thomas Müller, are examined based on the emoji reactions each received. In addition, the researchers used data from a two-wave panel study among a representative sample of adult German Internet users conducted before and after the FIFA World Cup to assess changes in evaluation and para-social relationships and perceived authenticity as potential mediators. Their findings suggest that the sender of a crisis communication matters: the posts by Neuer and Müller received fewer angry reactions than the posts from the team account and only the team was evaluated more negatively after the World Cup than before. The authors also demonstrate that para-social relationships mediate the effect of exposure to social media posts when using social media as a communication channel.

Gong, H., Watanabe, N. M., Soebbing, B. P., Brown, M. T., & Nagel, M. S. (2021). Do consumer perceptions of tanking impact attendance at National Basketball Association games? A sentiment analysis approach. Journal of Sport Management, 35(3), 254-265.

The authors, researchers at Rice University, University of South Carolina, University of Alberta, and the University of South Carolina used sentiment analysis to examine the impact of consumers' sentiment regarding tanking on game attendance in the National Basketball Association. To examine the effect of consumer perception of tanking on NBA attendance the study analysed NBA game attendance between the 2013–2014 and 2017–2018 seasons. Based on the data, the authors created an algorithm to measure the volume and sentiment of consumer discussions related to tanking which demonstrated that the volume of discussions for the home team and sentiment toward tanking by the away team impacted on game attendance.

Weimar, D., Soebbing, B. P., & Wicker, P. (2021). Dealing with statistical significance in big data: The social media value of game outcomes in professional football. Journal of Sport Management, 35(3), 266-277.

The researchers, affiliated with University of Duisburg-Essen, University of Alberta, and Bielefeld University, examined the effect of game outcomes on the change rate of social media followers from three popular social media platforms: Facebook, Twitter, and Instagram. Using social media data, the authors assess ED the relative impact of determinants using dominance analysis. Data of 644 first division football clubs from Facebook (n = 297,042), Twitter (n = 292,186), and Instagram (n = 312,710) over a 19-month period were included in the research and the findings indicated that a victory yielded the highest increase in followers. The research also highlighted opportunities to develop fan engagement, increase the number of followers, and enter new markets.

Eddy, T., Cork, B. C., Lebel, K., & Hickey, E. H. (2021). Examining Engagement with Sport Sponsor Activations on Twitter. International Journal of Sport Communication, 14(1), 79-108.

The authors, researchers at University of Windsor, Western Michigan University, Ryerson University, and the University of Arkansas investigated differences in follower engagement with regard to sponsored Twitter posts from North American professional sport organisations. The research is centred around the focus, scope, and activation type of the sponsored messages. The research consists of two related studies: Study 1 employed a deductive content analysis, followed by negative binomial regression modelling in order to examine differences in engagement between message structures defined by focus and scope. Study 2 applied an inductive content analysis approach to

investigate differences in engagement between different types of activations. The authors found that in general, more passive forms of sponsor integration in social media messages drive engagement among followers.

Schäfer, M., & Vögele, C. (2021). Content Analysis as a Research Method: A Content Analysis of Content Analyses in Sport Communication. International Journal of Sport Communication, 14(2), 195-211.

The researchers, affiliated with Johannes Gutenberg University and University of Hohenheim, conducted a quantitative content analysis of scholarly journal articles, focusing on three major international sport communication journals between 2010 and 2019 ($N = 267$). The aim was to demonstrate to what extent and in which contexts content analysis as a research method is applied. Their findings indicate that qualitative and quantitative methods are used equally while combinations with other methods are comparatively rare. It was further concluded that the studies cover a broad portfolio of different topics and that social media as a communication channel have become an increasingly central issue of scientific exploration.

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Sport Governance and Policy

Shushu Chen

Introduction

Across the ten journals reviewed, the number of selected articles relevant to the topic of sport governance and policy is relatively high, in comparison with other topic sections in the Digest. There are in total nine articles showcased here that are produced by twenty scholars from North America, Europe, Asia, Arica, and Australia.

The nine articles are selected for the Digest because of their relatively strong theoretical contribution to, or the conceptual advances made for, the development of policy and/or governance disciplines, comparing to other sport policy/governance-related studies published in the ten journals reviewed. Studies merely mentioning their implications to policy learning without any further theoretical elaborations, or only addressing policy/governance concerns in passing, were not included for the Digest.

Advances in Sport Governance and Policy

The nine studies on change, impact or issues pertinent to policy and governance have devoted their attention to the areas of inter-organisational relationships between governmental stakeholders, sport soft power strategies and tactics, stadium development, gender-related issues (e.g., the recruitment and selection process for board members in sports federations, and policy design for girls' practice of sport), football policy (implementation and integration), boards roles in football clubs, leadership innovation, and national level governance convergence.

Although this range of topics is not new, the focused contexts are somewhat different, or researchers have examined their cases through different theoretical lenses, and hence they facilitate a contextual and robust understanding of the examined issues and phenomena and help broaden research in terms of taking consideration into other values and ideologies. For example, the application of Western policy and politics concepts and principles in a non-Western context (Kang & Houlihan, 2021) highlights how soft power operates in a different geopolitical environment and demonstrates its value in understanding international relations. Together, these papers have underscored the importance of examining policy/governance functions and effects in a particular context, and linked issues and concerns examined in the context of sport to its implication at broad social, economic and/or cultural levels.

Within those studies that have indicated their philosophical perspectives, the majority rest on the philosophical position of critical realism, and only one study positions itself within the interpretative paradigm. Policy/governance studies are largely defined by formulaic approaches, with little innovation in research design. Case studies, semi-structured interviews, document analysis, are amongst the research approaches commonly used. There is one study that adopts a mixed-methods approach for investigation.

There are five empirical papers that use qualitative approaches, two adopt historical analyses for policy changes and development, one performs documents (policy, media and literature) analysis, and one study proposes a theoretical framework for examining governance convergence in sport.

The level of theoretical engagement across the nine selected papers is high. A broad range of theories has been used to guide the research investigation and interpret the results, including resource-pendency theory, stewardship theory, dynamic capabilities, soft power, inter-organisational theory, institutional theory, inequality regimes, urban governance, and the multiple streams framework. Collectively, this range

of articles has helped broaden our understanding of policy and governance as contemporary paradigms for sport management research.

Relevant to the topic of sport policy, Attali and Bazoge's (2021) historical analysis of French public policies relevant to girls' access to sport published since 1945 is a useful piece, demonstrating that policy has evolved to adapt to social changes and economic needs, and is influenced by the change of political ideology in decision making.

Thus, this attention to the policy making process and the awareness of some potential broader influential factors that might have an impact on the issues examined are valuable points to highlight. For example, Friedman and Beissel (2020) place the topic of sport facility development into the context of the broader assumption of how sports have been used for achieving particular public goals, advocating the use of a holistic approach to facilitate the understanding of urban development and governance.

In relation to the topic of soft power, theoretical advancement, and its relevance to the field of sport, have been made in previous studies. The key contribution of Kang and Houlihan's (2021) work is its empirical value of detailing the operationalisation of soft power strategy over a medium and long period. They review policy development over the past 40 years of the case of South Korea and conclude that sport is a prominent element in soft power strategy that the South Korean government deploys as part of the diplomatic resources. The authors call for more empirical studies on measuring the impacts and effectiveness of sport soft power strategies.

Previous research has predominately focused on the measurement of governance. McLeod, Shilbury and Zeimers' (2021) study expands our understanding of governance by delineating the process of governance in terms of how governance convergence occurs in the context of sport. They adapt Jamali and Neville's (2011) institutional framework and add a new element - governance convergence – to examine the drivers and barriers of the adoption of good governance principles in Indian sport.

Another study led by McLeod and his colleagues (2021) articulate the roles of board directors of Scottish football clubs. Although the roles of sports boards have been a focused research area in early sport governance research, few empirical studies examine 'for-profit' or professional sports organisations. McLeod, Shibury and Ferkins (2021) extend the literature and look into Scottish professional football clubs. They suggest adopting a multi-theoretical (stewardship theory and resource dependency theory) approach to unpack the complex dynamics of governance research.

Also guided by resource dependency theory, Jacob, De Bosscher and Venter (2021) explore inter-organisational relationships between governmental stakeholders in South African elite sport. They highlight the advantage of using resource dependency theory in explaining the complexities associated with power differences and dynamics between different levels of stakeholders.

Departing from organisation literature, Harris and his colleagues (2021) argue that governance is a useful category to be added into the existing three major organisational approaches (i.e., organisation theory, organisation behaviour, and strategic management) for studying sport management. When assessing the performance of the U.S. Olympic National Governing Bodies (NGBs), Harris Metzger and Duening (2021) suggest embracing dynamic capabilities analysis to understand how NGBs perform and maintain competitive advantage through innovation.

Gender and equality are also the focused topics in sports governance. Whether acknowledged or ignored, gender power imbalance exists in society and organisations. When examining the recruitment and selection process to boards in Polish sports federations, Organista (2021) reveals that gender skewness in the governance of sports federation is perceived by female employees on the one hand, and on the other hand, the male respondents, seem not to understand the importance of gender in male-dominated Polish sports federations. Swanson, in the 'sport leadership section' examines the same article in more detail from a leadership perspective.

Focusing on another male-dominated sporting context – football, Valenti, Peng and Rocha (2021) investigate three countries' implementation of a policy initiative that aims to raise women's football profile and visibility. They conclude that various factors relevant to inequality, the policy and the political streams play a role in formulating and developing such a policy initiative, but obliging men's clubs to invest in women's football might not be a long-term sustainability approach to address the inequality issues.

In conclusion, governance and policy continue to be important fields of enquiry for sport. This group of the reviewed papers, which have engaged with a process of theoretically informed empirical analysis, contribute to evidence-based policy learning and understanding of the organising and control of sport. Future research areas encouraged include process-based understanding of governance and policy, and the intertwined relationship between policy and governance (e.g., examining the impact of a government policy on the governance of sports organisations).

Annotated bibliography

Attali, M., & Bazoge, N. (2021). Accessing sport through education. Policy frameworks for girls' practice of sport in France from 1945 to today. International Journal of Sport Policy and Politics, 13(2), 225-240. https://doi.org/10.1080/19406940.2020.1832135

The authors, researchers at University Rennes and University Grenoble Alpes, use a historical approach to analyse French public policies relevant to girls' access to sport published since 1945, focusing on the education context. The content of over 300 official documents is subject to critical analysis. Attention is placed on analysing the publications' text, structure and context, and policy choices made and operations procedures for the configuration of girls' PE are systematically examined. The findings suggest that points on naturalist representations, biological and cultural attitudes towards girls constitute key explanations to a gendered division of sporting practices in France. Forms of education (through sport) were exercised to address social structural issues such as the domination of masculinity. There was a defined set of restrictions and prohibitions in physical education for girls in France before the 1980s, and official instructions for PE teaching separated boys from girls. Changes were made later in educational policies to ensure girls and boys can access equal opportunities. In the early 2000s, political actions were taken to address sexist stereotypes by integrating the process of gender socialisation. Gender concept related discourse was reduced by the end of the 2000s and moved towards the promotion of equality culture in general.

Friedman, M. T., & Beissel, A. S. (2021). Beyond "who pays?": stadium development and urban governance. International Journal of Sports Marketing and Sponsorship, 22(1), 107-125. https://doi.org/10.1108/IJSMS-04-2020-0053

The authors, researchers at the University of Maryland and Miami University, examine sports facility development and the public use of sports facilities from 1990 to 2020, focusing specifically on stadium and area subsidisation policies relevant to the US baseball stadiums. Through an integrated approach that combines public purpose with urban governance frameworks, they conclude that the nature of stadium construction has changed and influenced by the change of the public governance nature, and note that the assessment of stadium development needs to be placed within a political context and broader policy environment in order to shed the light on the efficacy and impacts of subsidization policies.

Jacobs, S., De Bosscher, V., & Venter, R. (2021). Inter-organisational Relationships between Governmental Stakeholders in South African elite sport: Resource dependency and inter-organisational theoretical perspectives. International Journal of Sport Policy and Politics, 13(1), 123-142. https://doi.org/10.1080/19406940.2021.1877171

The authors, researchers at Stellenbosch University and Vrije Universiteit Brussel, examine inter-organisational relationships between provincial and national governmental elite sport stakeholders in South African, drawing from the theoretical framework of resource dependency and inter-organisational relationship theory. They conduct semi-structured interviews with ten provincial and national governmental stakeholders in elite sport, and conclude that there is a lack of clarity on the roles and responsibilities of governmental sport stakeholders; too many entities involved in sport has led to power struggles and non-cooperation, and a high dependency on government occurs because of lack of funding.

Harris, S. J., Metzger, M. L., & Duening, T. N. (2021). Innovation in national governing bodies of sport: investigating dynamic capabilities that drive growth. European Sport Management Quarterly, 21(1), 94-115. https://doi.org/10.1080/16184742.2020.1725090

The authors, researchers at the University of Colorado, use semi-structured interviews with key stakeholders of four national governing bodies of sport in the US to examine the effect of dynamic capabilities on the performance of the 3 M outcomes (i.e., members, medals and money) of the four selected bodies. The findings suggest that whilst the examined high performing NGBs demonstrate various capability-routines (which are largely aligned with the 3M goals), low performing NGBs' lack adoption of some basic routines of dynamic capabilities. Such differences are influenced by the historical structural context. Consequently, it leads to a difficulty in effective adaption for low performing NGBs in response to the continually changing competitive landscape.

Kang, Y., & Houlihan, B. (2021). Sport as a diplomatic resource: the case of South Korea, 1970-2017. International Journal of Sport Policy and Politics, 13(1), 45-63. https://doi.org/10.1080/19406940.2021.1877169

The authors, researchers at Loughborough University, use semi-structured interviews with key officials from the various government Ministries and official government documents

to reveal how the South Korean government has used sport as part of soft power assets for diplomatic purposes, intertwined with domestic political objectives, during the period of 2070 to 2017. They find that sport soft power resources have been deployed in four main areas: maximising elite sport success, hosting sports mega-events, achieving prominence in international sports organisations and supporting sports development and peace initiatives. Sport soft power initiatives are used for gaining international exchange, international support and international cooperation as well as national prestige. Such sophisticated planning and the deployment of a range of soft power instruments over the past 40 years is strongly influenced by the complex regional geopolitical environment that South Korea situates.

McLeod, J., Shilbury, D., & Zeimers, G. (2021). An Institutional Framework for Governance Convergence in Sport: The Case of India. Journal of Sport Management, 35(2), 144. https://doi.org/10.1123/jsm.2020-0035
The authors, researchers at Deakin University, propose a theoretical framework for governance convergence in sport, drawing primarily on institutional theory. They carry out 32 semi-interviews with key stakeholders operated in the sector of sport to test the framework empirically, examining the drivers and barriers of the adoption of the 'good governance' principles (transparency, democratic processes, internal accountability and control, and social responsibility) in Indian sport. The findings confirm the effectiveness of the framework as a tool for understanding the process of how governance convergence occurs in sport and revealed how isomorphism works in the sport context. There is a complex interplay of drivers (e.g., coercive pressures, normative pressure, and national institutional pressures) and barriers (e.g., rent-seeking actions and cultural norms) deriving from three different institutional levels (i.e., the historically grown national institutional framework; organisational field, and organisational actors).

McLeod, J., Shilbury, D., & Ferkins, L. (2021). Board roles in Scottish football: an integrative stewardship-resource dependency theory. European Sport Management Quarterly, 21(1), 39-57. https://doi.org/10.1080/16184742.2019.1699141
The authors, researchers at Deakin University and Auckland University of Technology, examine the roles of sport boards, guided by an integrated framework drawn from stewardship theory and resource dependency theory. They carry out 24 interviews with directors from six Scottish football clubs. The findings conclude five board roles – control,

service, operations, resource co-optation and strategy, and further reveal that different to conventional businesses, club owners are reported to have non-financial motivations but mainly interest in on-field performance (which aligns with club managers' interests), and the variation in size and structure of the clubs has implications on the perceptions of board roles.

Organista, N. (2021). Gendering of recruitment and selection processes to boards in Polish sports federations. International Journal of Sport Policy and Politics, 13(2), 259-280. https://doi.org/10.1080/19406940.2020.1859587

The author, at the Józef Piłsudski University of Physical Education, examines the recruitment and selection policies of Polish sports federations and identifies gender inequality factors that penetrate into the recruitment and selection process, through the theoretical concepts of organisational logic and inequality regimes. The researcher undertakes interviews with 24 staff members who hold leadership positions at boards of 18 Polish Olympic sports federations, or management positions in the sports federations. The findings suggest that whilst the selection policy is in principle democratic, the main barriers to creating gender-balanced boards are reported differently between women and men: the female interviewees suggest that there is a lack of trust in women in sport and the old boys' network plays a role in limiting women's chance; whereas the male interviewees suggest there is lack of willingness and commitment from women to take up leadership roles*.*

Valenti, M., Peng, Q., & Rocha, C. (2021). Integration between women's and men's football clubs: a comparison between Brazil, China and Italy. International Journal of Sport Policy and Politics, 13(2), 321-339. https://doi.org/10.1080/19406940.2021.1903967

The authors, researchers at Manchester Metropolitan University and the University of Stirling, examine the timing and the context under which national football associations from the countries of Brazil, China and Italy implement the FIFA's global strategy for women football development, specifically relevant to the policy demanding men's football clubs to integrate a women's team within their structure. Using the multiple streams framework, the authors conduct secondary data analysis of the official policy documents, media reports and past related literature respectively for the three cases focused. They conclude that whilst the development of policies can be gradual, changes made in policies

for the development of women's football occur in face of external pressures from neighbouring and rival football countries and increased societal need for promoting gender equality. National associations are urged to find solutions to address the declining performances of women's national teams and the relatively low grassroots participation rate.

Sport Economics

Tim Pawlowski

Introduction

All papers considered in this section of the digest come from published issues of overall ten pre-selected journals. Out of these ten journals, two are exclusively dedicated to sport economics related research, i.e., the *Journal of Sports Economics* (JSE), which is the official Journal of the *North American Association of Sports Economists* (NAASE) and the *International Journal of Sport Finance* (IJSF), which is the official journal of the *European Sport Economics Association* (ESEA). Furthermore, sport economics research is regularly published in either of the three sport management journals, i.e., the *European Sport Management Quarterly* (ESMQ), the *Journal of Sport Management* (JSM), as well as the *Sport Management Review* (SMR). The following list provides a summary of overall 40 identified papers covering sport economics related research that have been published in either of these five journals before July 2021:

- JSE (Issues 1-5): 25 papers, hereof 25 covering sport economics related research,
- IJSF (Issues 1 & 2): 8 papers, hereof 8 covering sport economics related research,
- ESMQ (Issues 1 & 2): 16 papers, hereof 3 covering sport economics related research,
- JSM (Issues 1,2 & 3): 20 papers, hereof 4 covering sport economics related research,
- SMR (Issue 1): 8 papers, hereof 0 covering sport economics related research.

These 40 papers fall into seven different categories:

- *Performance analysis* (such as home advantage or reference point behaviour): 8,
- *Economic effects* (such as the effects of sport teams, facilities or events): 7,
- *Labour market issues* (such as labour market restrictions or salary determinants): 7,
- *Sports demand* (such as the determinants of stadium attendance and TV viewing): 7,

- *Sports participation* (such as the effects on health or well-being): 3,

- *Finance* (such as issues concerning UEFA's financial fair play or fan bonds): 3,

- *Miscellaneous* (such as contest design issues or theoretical modelling): 5.

New evidence on the local economic effects of sports

In this edition of the digest, I review four empirical studies exploring the *local* economic effects of professional sports.[1] While analyzing the economic effects of sports already has a long tradition in sport economics related research, *causal* evidence about the *local* economic effects of sports is not fully established yet (see, for instance, Pawlowski, Steckenleiter, Wallrafen, & Lechner (2021) for a recent exception). This is a severe limitation since a large portion of sports related public expenditures (e.g., for the construction of sport facilities) is regularly spent by *local* governments. Using fine-grained panel data and sophisticated econometric methods, the four papers reviewed in this section significantly advance our understanding on this topic by exploring the causal effects of professional sport teams, facilities and events on *local business activities* and *employment figures* (Paper 1), *city-specific air travels* (Paper 2), as well as *local hotel performance* (Papers 3 and 4).

The first paper was written by Nola Agha and Daniel Rascher and published in the third issue of the *Journal of Sports Economics.* It is focused on the effects of stadiums and teams on local business activities and employment figures. More precisely, the authors test the popular claim, that the entry of new teams and the building of new stadiums may lead to economic (re-)development in the area. The data used come from the Census Bureau and measures annual establishment and employment changes between 2004 and 2012 at the level of Metropolitan Statistical Areas (MSA) and Micropolitan Statistical Areas (MiSA) in the U.S. These data were amended by several market-specific characteristics as well as information about all team entries, exits and new stadiums during the observation period. Following a difference-in-difference set-up and employing different panel data estimations for several hundreds of model specifications, the authors test whether and to what extent the overall 65 (67) team entries (exits) and 68 new stadiums had any effects on net chances in establishments and

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[1] Note, that three further papers, i.e. Chakravarti & Boronczyk (2021) as well as Ge & Humphreys (2021a; 2021b), which belong to the identified seven papers exploring the economic effects of sports are reviewed by Lisa Kihl in her section on *Sport Ethics and Integrity*.

employment in the corresponding MSAs and MiSAs. Overall, they do not find empirical evidence, that new stadiums or team entries indeed stimulate local economic development. Rather, teams seem to have a higher probability to move into more prosperous and relatively fast-growing markets.

Although the authors acknowledge the relevance of using even more fine-grained local data for testing more granular effects in the future, the paper offers an important contribution to the existing literature for several reasons. *First*, while a large body of literature has already explored whether teams do generate any economic impact, only very few studies have previously explored the potential impact on economic (re)development in the local market. *Second*, the few existing studies exploring this issue have looked at business survivals and business creation *separately*. As such, by looking at net change in firms and employment figures this is the first study to explore the potential effects on business survivals and business creation *simultaneously*. *Third*, the US wide approach allows departing from a single city case study perspective and arriving at more generalizable results about the (supposed) impacts of teams and stadiums. *Finally*, in contrast to the vast majority of studies on professional team sports in the U.S., this study does not only look at Major Leagues in baseball (Major League Baseball, MLB), basketball (National Basketball Association, NBA, and Women National Basketball Association, WNBA), football (National Football League, NFL), hockey (National Hockey League, NHL), and soccer (Major League Soccer, MLS), but also at the corresponding Minor Leagues. This seems to be particularly relevant since Minor League teams often share the same markets as Major League teams and venues built in small cities were found to have a similar per capita cost (see Agha & Coates, 2015).

The second paper was written by Bruno Caprettini and published in the first issue of the *Journal of Sports Economics.* This paper explores the effects of UEFA Champions League (UCL) group stage games between 1998/99 and 2010/11 on air arrivals. As such, Caprettini compares the routes across cities with teams playing in the *same* group with those routes across cities with teams playing in *different* groups and exploits the fact that teams are randomly drawn into these groups. Since he explores the effect of being in the same group *on top* of the effect from just generally taking part in the UCL, his underlying assumption is, that media exposure and as such the general visibility of a city hosting an UCL group stage game is comparably greater in the cities where the

opposing team resides. As could be expected, results suggest an increase of air arrivals from cities where the opposing teams reside in the month of the game. This effect measures about 7% extra arrivals and is likely to be attributed to fans following their teams in the away matches, as argued by the author. Remarkably, however, he also finds about 5-8% extra arrivals for the three months following the group stage. This finding is suggestive of a visibility effect driven by media exposure shortly before, during and after the game. As such, his findings suggest that teams participating in the UCL might increase the visibility of their hometowns.

Even though the air arrival measure is only an approximation of the real air arrivals of interest and measured only on a monthly basis, the analysis significantly contributes to the literature on the effects of sports on tourism. On the one hand, it is one of very few studies carefully exploring the long(er)-term (legacy) effects of sport events on tourism. On the other hand, the empirical study follows a comprehensive and well-developed empirical approach and relies on a credible identification strategy in order to arrive at causal evidence.

The remaining two papers extend the literature exploring the effects of sport events on local hotel performance by using daily information about hotels from STR, a company providing data for global hospitality sectors. One paper was written by Timothy D. DeSchriver, Timothy Webb, Scott Tainsky, and Adrian Simion, and published in the third issue of the *Journal of Sport Management*. By exploiting panel data between 2003 and 2017, the paper analyzes the effects of overall 1,249 Saturday collegiate football games played by 14 different teams from the Southeastern Conference (SEC) on local hotel performance.

The dependent variable combines daily data on occupancy rates with average daily rates and measures weekend revenue per available room for hotels that are located within 25 miles of each stadium. Different fixed effects regressions reveal that various team and game characteristics significantly influence local hotel performance. For instance, home team characteristics indicate that consumers are influenced by anticipated team quality and past performance. As such, revenues raise by around 8% if the home team was national champion in the previous season. Likewise, revenues increase by about 5.8% if the home team was amongst the teams listed in the Associate Press top 25 preseason

poll. The relevance of team quality is confirmed by several variables measuring opponent team quality and popularity. As such, revenues increase by about 11.5% if the opponent team was amongst the teams listed in the Associate Press top 25 preseason poll. Likewise, in-conference match-ups and rivalry games raise revenues by about 18.5% and 8.5% respectively. Finally, upper-class hotels seem to be particularly popular during these football weekends since they capture a comparably larger premium than economy and middle-class hotels.

The other paper was written by Lauren R. Heller and E. Frank Stephenson and published in the second issue of the *Journal of Sports Economics.* In this paper, the authors explore the effects of hosting a Super Bowl on local hotel performance by exploiting panel data covering four Super Bowls played in Glendale (2015), Santa Clara (2016), Houston (2017), and Minneapolis (2018). In contrast to DeSchriver et al., the authors keep the available daily measures and explore the effects of hosting a Super Bowl on *average daily room rates*, *room rentals* and *hotel room revenues* of hotels located within 30 miles of each stadium by running various fixed effects regressions separately for each city. Overall, they find that *room rates* and *hotel room revenues* sharply increase when hosting a Super Bowl. For instance, they estimate a marginal increase in average daily *room rate* for Super Bowl Sundays between $183 (Houston) and $261 (Minneapolis). Such increases can also be observed for the days before the event took place. Likewise, for the game night and the preceding nights of the Super Bowl they estimate an increase in aggregate *hotel room revenue* by up to $15 million for the night of the Super Bowl (Houston).

Interestingly, the results for the Super Bowl weekend in Santa Clara are in general considerably smaller. Moreover, the authors find even negative effects on *room rentals* as well as an overall net loss in aggregate *hotel room revenues* for the days preceding this Super Bowl weekend. The authors explain their findings with the location of the stadium relative to downtown San Francisco which is equipped with considerably more luxury hotels compared to Santa Clara. Since Super Bowl tickets are quite expensive, the authors expect that attendees of the game rather prefer such upper-class hotels. This hypothesis is in line with the findings by DeSchriver et al. and supported by some auxiliary regressions using a 30-50 miles ring instead of a 30 miles radius, thus including the hotels in downtown San Francisco instead of Santa Clara. Finally, the authors observe a

so called 'hangover'-effect since most of the effects for the days following a Super Bowl are negative.

Overall, the hotel performance data used from STR is both a major strength as well as a major weakness of these papers. On the one hand, the STR data offer a great level of granularity by covering *daily* information on *local* hotel performances *across* markets. On the other hand, however, the STR data suffer from a serious sample selection problem since (according to DeSchriver et al.) only 75% of all hotels – and mainly larger chains – have subscribed to STR. As such, lodging in independently operating hotels is underrepresented in the data while lodging arranged through online platforms like AirBnB is not at all considered.

Despite these issues, however, both papers still significantly contribute to the scarce literature trying to disentangle the *local* economic effects of sports on certain industries. Most notably, they complement the few existing studies that already used daily hotel performance metrics (Chikish, et al., 2019; Depken & Stephenson, 2018) by exploring for the first time hotel performance across *multiple and smaller* markets instead of a *single large city* market (the DeSchriver et al.-paper) or by comprehensively analyzing *effect heterogeneity* with regard to radius size (the Heller & Stephenson-paper). In fact, Heller and Stephenson reveal a practically highly relevant controversy since local governments regularly incur the costs of sport events while neighboring municipalities might (eventually) benefit from increased business activities following these events.

Summing up, all four papers reviewed in this section provide interesting new insights about the (non)existence of local economic effects of sports. The results by Agha and Rascher question the popular claim that the entry of new teams and the building of new stadiums may lead to economic (re-)development in the area. Their findings rather suggest, that a positive correlation (if any) between new stadiums and local business activities and employment figures could be explained by self-selection, i.e., teams seem to have a higher probability to move into more prosperous and relatively fast-growing markets. In contrast to this, Caprettini reveals a long(er)-term (legacy) effect of playing in the UCL since teams participating in the UCL might increase the visibility of their hometowns and as such increase the number of visitors at least for several months after the games took place. Finally, DeSchriver et al. as well as Heller and Stephenson reveal

considerable effect heterogeneity with regard to sport event related local hotel performance since the effects, they found depend on team characteristics (such as team quality), game characteristics (such as rivalry games) and hotel characteristics (such as the quality and location).

Annotated bibliography

Agha, N. & Rascher, D. (2021). Economic development effects of Major and Minor League teams and stadiums. Journal of Sports Economics, 22(3), 274–294. The authors, researchers at the University of San Francisco (CA, USA), use regional data from the Census Bureau on net establishment and employment changes between 2004 and 2012 to test whether new stadiums lead to economic development. By using a difference-in-difference design and employing different panel data estimation techniques they do not find any empirical support for the popular claim, that new stadiums lead to economic development, neither at Major nor at Minor League levels. Rather they observe a selection effect, i.e., teams have a higher probability to move into more prosperous and relatively fast- growing markets in the year prior to the entry.

Caprettini, B. (2021). Team visibility and city travel: Evidence from the UEFA Champions' League random draw. Journal of Sports Economics, 22(1), 85–114. The author, researcher at the University Zurich, explores whether UEFA Champions League (UCL) group stage games between 1998/99 and 2010/11 might boost the visibility of a city among tourists using monthly figures of air arrivals from Eurostat. In order to identify the effect of interest, the author compares the routes across cities with teams playing in the same group with those routes across cities with teams playing in different groups and exploits the fact that teams are randomly drawn into these groups. Overall, he observes a positive and significant mean effect of about 7% more arrivals for the month of the match and about 5-8% more arrivals for the three months following the group stage.

DeSchriver, T. D., Webb, T., Tainsky, S., & Simion, A. (2021). Sporting events and the derived demand for hotels: Evidence from Southeastern conference football games. Journal of Sport Management, 35(1), 228–236. The authors, researchers at the University of Delaware and Wayne State University, combine data from various sources in order to explore the effects of 1,249 Saturday

collegiate football games played by 14 teams from the Southeastern Conference (SEC) on local hotel performance between 2003 and 2017. In this regard, hotel performance is measured as weekend revenue per available room for hotels that are located within 25 miles of each stadium. Different fixed effects regressions reveal that various team and game characteristics (such as team quality, in-conference match-ups, or rivalry games) significantly influence local hotel performance. Moreover, upper-class hotels seem to be particularly well suited for capturing a comparably large premium during football weekends.

Heller, L. R. & Stephenson, E. F. (2021). How does the Super Bowl affect host city tourism? Journal of Sports Economics, 22(2), 183–201.
The authors, researchers at the Berry College (Mount Berry, GA, USA), use daily performance data of hotels located within 30 miles of the stadiums in Glendale, Santa Clara, Houston, and Minneapolis between 2010 and 2018 in order to test the effects of hosting a Super Bowl. By employing different regression models, the authors control for various confounding factors in order to identify the effect of interest. Overall, they find that both room rates as well as hotel room revenues sharply increase when hosting a Super Bowl. At the same time, however, they detect considerable effect heterogeneity ranging from net losses in room rentals (in Santa Clara) to a net gain in room rentals of about 63,000 (in Minneapolis).

Further references

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Depken, C.A., & Stephenson, E.F. (2018). Hotel demand before, during, and after sports events: Evidence from Charlotte, North Carolina. *Economic Inquiry, 56*(3), 1764–1776.

Ge, Q., & Humphreys, B. (2021a). Athlete misconduct and team sponsor stock prices: The role of incident type and media coverage. *Journal of Sport Management,* 35(3), 216–227.

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Pawlowski, T., Steckenleiter, C., Wallrafen, T., & Lechner, M. (2021). Individual labor market effects of local public expenditures on sports. *Labour Economics, 70*(101996), doi 10.1016/j.labeco.2021.101996

Sport Leadership

Steve Swanson

Introduction

This first edition of the Sport Leadership section for Sport Management Digest will cover a total of eight studies published in the first half of 2021 in four different journals. This list includes three articles from *Sport Management Review (SMR),* two from the *Journal of Sport Management (JSM)*, two from the *Journal of Sport Policy and Politics (JSPP)*, and one study from *European Sport Management Quarterly (ESMQ).*

The first article from *SMR* is entitled "Volunteer selection at a major sport event: A strategic human resource management approach" and was written by Graham Cuskelly (Griffith University), Liz Fredline (Griffith University), Eunjung Kim (Edith Cowan University), Shane Barry (Griffith University), and Pam Kappelides (La Trobe University). The second *SMR* article is called "The effect of race on lateral moves to coach central positions," written by Jeremy Foreman (University of Louisiana at Lafayette) and Robert Turick (Ball State University). The third *SMR* article is entitled "Doing hybrid management work in elite sport: the case of a head coach in top-level rugby union," written by Edward Hall (Northumbria University), Shirley Gray (University of Edinburgh), Amanda Martindale (University of Edinburgh), John Sproule (University of Edinburgh), John Kelly (University of Edinburgh), and Paul Potrac (Northumbria University/University College Dublin).

The first *JSM* article covered in this section is entitled "Examining institutional entrepreneurship in the passage of youth sport concussion legislation" and is written by Landy Di Lu (Western University) and Kathryn Heinze (University of Michigan). The other *JSM* study is entitled "Agency theory and principal–agent alignment masks: An examination of penalties in the national football league," written by Jeremy Forman (University of Louisiana at Lafayette), Joshua Bendickson (University of Louisiana at Lafayette), and Birton Cowden (Kennesaw State University). Next, the first of two *IJSPP* articles covered in this edition is entitled "Gender inequality in Canadian interuniversity sport: participation opportunities and leadership positions from 2010-11 to 2016-17" and is written by Mark Norman (McMaster University), Peter Donnelly (University of

Toronto) and Bruce Kidd (University of Toronto). The other *IJSPP* study is called "Gendering of recruitment and selection processes to boards in Polish sports federations," written by Natalia Organista (Józef Piłsudski University of Physical Education). Finally, the last article covered in this section is from *ESMQ* and is entitled "Innovation in national governing bodies of sport: investigating dynamic capabilities that drive growth," written by Spencer Harris, Matthew Metzger, and Thomas Duening (all from University of Colorado, Colorado Springs).

Collectively, these studies cover a broad range of topics related to leadership, including: institutional entrepreneurship, principle-agent (mis)alignment, race and coaching employment, innovative leadership, hybrid management, and gender inequality issues in female leadership positions. In addition, this collection of research investigates leadership issues across a broad range of contexts and countries, including: coalitions for youth sport concussion legislation (USA), the Commonwealth Games (Australia), international rugby union, the National Football League (USA), national governing bodies (USA), national sport federations (Poland), and interuniversity athletic departments (Canada). In the following pages, a summary of each of the aforementioned articles will be provided, highlighting the main issues addressed, the theoretical basis taken by the authors, and new insights generated by their research.

Advances in Sport Leadership

In their study on volunteer selection at major sporting events, Cuskelly et al. (2021) accessed a massive pool of data from the 2018 Commonwealth Games to analyse factors predicting which applicants were chosen for interview. This research addressed a gap in the sport management literature in relation to volunteer selection determinants. While this investigation was focused primarily on identifying key drivers for one event's selection process, the authors did note that their research was grounded in an inside-out and resource-based view of strategic management, where crucial value and competitive advantage stems from the ability to effectively gather and position human resources. While this article may at first glance seem tangential to leadership, it was included in this section review because applicant leadership skills were considered in the criteria for selection. Although not a provocative finding, a first takeaway from this research is that volunteer availability understandably emerged as a necessary component for interview consideration. Of more substantive interest, however, is the second largest predictor of interview selection, which was the motive to represent/support the local community.

When compared alongside the numerous other factors (skills, experience, and motives), the prominence of this factor is worthy of future consideration. For example, one question relates to whether this mindset was a conscious priority for the interview selection committee. Future research could consider a connection with concepts such as identification, involvement, and commitment. It could also be argued that 'supporting and representing your community' is a function of leadership, as several newer approaches to leadership focus on these elements. Furthermore, of all the predictors included in the model, this appears to be the lone factor representative of something beyond the skills and characteristics of the applicant. Conversely, it was also interesting that the motive to receive rewards and recognition was a negative predictor of selection, where applicants who indicated yes to this question were significantly less likely to be interviewed. Applicants would therefore appear to benefit from de-emphasising extrinsic motivations when applying for volunteer positions. Finally, it is of note that the skills with the largest predictive values were volunteering skills, driving skills, and English skills. Interestingly, all three of these skills came out on top of leadership skills, which had no effect on interview selection. One way this could be interpreted is that leadership skills were perhaps not essential in these positions. For example, it is quite probable that the vast majority of volunteer positions were entry level and included no direct reports. Alternatively, it could be that the selection committee (consciously or unconsciously) deemed applicants as not fully equipped to accurately assess their own abilities in this domain.

In a another *SMR* article, Hall et al. (2021) utilised the relational psychology perspective to examine the concept of hybrid management as applied to the multiple roles of a head coach in an elite sport system. Through ethnographic fieldwork, the aims of this study were to understand how the head coach's practice was co-created in complex networks, how actors engaged in organising these relations, and how they drew upon interactions to pursue goals. As part of this process, the study provided a useful network map of relationships to help understand the complexity and nuances of a head coach's positioning within the system. The study also provided good examples of how the head coach must navigate this environment and strategically manage nuanced relationships with and between collaborators. Additionally, the prominence of the head coaching position was identified as a significant factor for influencing support, resources, and information flow. There was also a strategic aspect identified within the head coach's interactions, with purposeful intention around generating buy-in and the space to

implement programs and agendas. Hybrid management was presented in this paper as a tripartite collection of management, leadership, and coaching roles. While perhaps not a goal of the study, an opportunity was missed to define each of these areas of hybrid management and address both their overlap and distinctive characteristics. Although the presented concept of hybrid management appears to infer a constant toggling of multiple hats to wear (i.e., managing, leading, coaching), the paper appears to equally embrace the messiness of these concepts and the simultaneous enactment of multiple roles in this environment. While an interesting and insightful read on the complexity of being a head coach in an elite sport system, this line of research would benefit from a deeper understanding of the characteristics, differences, and relationships between management, leadership, and coaching in this (and other) context(s). For example, on one hand, it could be that coaching refers to skill development or tactical guidance given to players. On the other hand, it could be that coaching actually encompasses a much broader space which includes both management and leadership functions. Additional inquiry in this area is needed to yield insight on how individuals in central positions of power and influence can effectively navigate their multiple roles.

In the final *SMR* article for this section, Forman and Turick (2021) tackled the effect of race on lateral moves to central coaching positions in the National Football League (NFL). This paper is essentially about the role of race in the movement of minority assistant coaches into more central positions that have a higher likelihood of promotion to prominent leadership roles (i.e., coordinators and head coaches). In the development of their first hypothesis, the authors note previous research on college students who perceived White people as being prototypical and more effective leaders. The authors reasoned that the existence of a general perception of this form could be one reason that Black coaches would be less likely to move to these central leadership roles. To test this hypothesis (and others), the authors accessed NFL data across 32 seasons and used logistic regression to establish a baseline finding that Black assistant coaches were indeed less likely to laterally move into central coaching positions, hence limiting their upward mobility in the leadership hierarchy. This is an important issue being addressed, as it suggests the effects of racial stacking go beyond player experiences and also extend into the coaching ranks. The authors' remaining set of hypotheses focused on leadership decision-making (i.e., those made by head coaches hiring central position coaches) and the role that race plays in this process. To this end, the authors drew from homologous reproduction theory, which postulates that managers are more likely to promote

individuals most similar to their own social and physical characteristics. In summary, while minority head coaches were not generally found to be more likely to move Black position coaches into central positions, over time, the analysis indicated that this indeed became the case. However, this trend did not continue throughout their careers, and at a certain point in time, minority head coaches became less likely to laterally move Black coaches to central coaching positions. The authors posited that this appears in part to be a result of the relatively stagnant average percentage of minority coaches on NFL staffs since 2003. A notable conclusion by the authors was that racial discrimination for head coach hirings may actually be related to decisions made by head coaches themselves, rather than being solely at the hands of owners and general managers who directly hire head coaches. That is, because central coaching roles represent the primary pool of candidates from which higher-level leadership positions are chosen, the lack of Black coaches in the central position coaching roles (which are decided by head coaches) significantly effects minority candidate availability. The authors concluded that identifying discrimination at lower levels can help inform understanding and discussion around the lack of minority head coaches in the NFL.

Shifting to articles in *JSM*, but staying within the NFL context, Forman, Bendickson, and Cowden (2021) accessed NFL data across 34 seasons to examine how coaches adapt to broad changes in league-wide rules. They did this through the lens of agency theory, which is relevant when one party (the agent) acts on the behalf of another (the principle) – in the current case, the head coach on behalf of NFL owners or general managers. A main premise of this research was that in a new era of constant rule changes (i.e., for player safety purposes), playing aggressively in a manner that participants are more accustomed to may induce more game penalties, but still increase overall performance (i.e., winning more games). The researchers indeed found support for this hypothesis, which in turn creates the potential for agents (head coaches) to be misaligned with principles (owners) due to conflicting goals. That is, head coaches may be more inclined to coach in way that promotes aggressive behavior which might be at odds with the new rules put in place by owners. The authors offered the term 'alignment masks' to describe a situation where changing rules provide an opportunity for shirking (a failure of the agent to maintain best efforts). In the current context, misalignment between principle and agent can occur due to conflicting goals (i.e., winning versus following the new rules). Ultimately, the authors focused on how leaders (i.e., NFL head coaches) balance strategies for current (short-term) performance with how this may impact their future (long-term)

head coaching opportunities. For example, the results indicated that coaches whose teams incurred more penalties and experienced more on-field success had a decreased likelihood of obtaining a head coaching job in the future. This research brings several considerations to the surface. First, while owners may indeed make rule changes at the league (macro) level to broadly better the game of football, when it comes to managing their own team (at the micro level), it could be that the owner and head coach are indeed very much aligned (i.e., in agreement that while aggressive play may induce more penalties, winning is more important). Second, while an interesting finding that coaching teams with less penalties increases the likelihood of future employment, it will take a great deal of convincing to have coaches believe that win-loss records are not the most important predictor of future coaching opportunities. Third, although coaching for less penalties (and presumably increased player safety) would seem to align with an ethical leadership style, the aggressive and high-pressured nature of the NFL may not be an optimal context for such an approach.

The other *JSM* article covered in this section was from Di Lu and Heinze (2021) and focused on leading institutional change around sport policy. In particular, these authors investigated the activities and tactics of two coalitions at the state level in the USA involved in passing youth sport concussion legislation. Through the lens of institutional theory on change and entrepreneurship, the authors used a qualitative approach via interviews with key stakeholders and archival data to examine how institutional actors leverage resources to assemble and legitimise their group and cause. The study revealed diverse membership in these coalitions which included victim's families, sport organisations, medical experts, and advocacy groups. The findings revealed that the tactics of these coalitions could be broadly classified into political, technical, and cultural activities that allowed them to make the most of expertise and resources to generate support for new concussion legislation. This study contributed to the sport management literature by gaining insight on process-based approaches for change and influence. For example, the research shed light on the temporal dynamics in this process, identifying a sequence of coalition building (political), crafting legislation (technical), and framing and justifying new practices to appeal to wider audiences (cultural). While leaders and leading featured as key components throughout the paper and coalition process, this study primarily focused on leadership at the organisational level. For example, a key implication of this research is the leading role that sport organisations can play in creating and passing important sport policy. Moreover, beyond

the traditionally central and dominant sporting organisations, the findings indicated that sport organisations from varying sectors (e.g., non-profit, private) can also play an instrumental role in the development and approval of sport policies. The formation of sports coalitions also provides a fascinating context for leadership research focused on the individual level. For example, investigating individual influence within these coalitions, and concepts such as emergent and shared leadership, appear to be fruitful avenues for future inquiry.

The next two articles featured in this section come from the recent *IJSPP* special issue on the Policy and Politics of Women's Sport and Women in Sport. First, Norman, Donnelly, and Kidd (2021) analysed leadership positions and athletic participation data from four separate gender equity studies including 56 universities within the Canadian interuniversity sport system (U Sport). With regard to participation, the authors found that while equal representation was found for the number of teams for each gender, inequality existed in the total number of individual participation opportunities (men 56%, women 44%). For leadership positions in the athletic departments, females were on average underrepresented for athletic directors (79% men, 21% women), assistant athletic directors (51% men, 49% women), head coaches (83% men, 17% women), and assistant coaches (79% men, 21% women). While this research spanned a period of time from 2010-2017, there was minimal variation across the data set, and no apparent numerical trend for the lessening of these disparities. As the authors correctly note, these findings make a strong case for proportionality to be considered when designing future gender equity policies. While it is possible that advances towards equity have occurred since 2017, according to the article, U Sport's gender equity policies have not been updated since 2004, and no equity goals have been identified. The findings of this study suggest much more research is needed in relation to female participation opportunities and women in leadership.

In the second article from the *IJSPP* special issue, Organista (2021) investigated the selection process for leadership positions (i.e., board members) in Polish sport federations through a series of interviews with past and present board members and senior managers. An impetus for the study was Poland's recent last place global ranking for women holding board positions in sport federations. For context, this percentage was 9% for Poland, with Norway topping the list at 37%. A balanced design was employed where 12 female and 12 male participants were interviewed, and the difference in the emergent themes from the alternate gender perspectives was striking. In relation to

perceived barriers for women to obtain a board position for a national sports federation, female participants identified a perceived lack of trust towards women in sport and an 'old boys' network' as the primary barriers. In contrast, the barriers identified from the male participants were a perceived lack of willingness and commitment by female candidates and a reluctance for women in these positions to take responsibility and preform management functions. Another key aspect of the findings was the female participants' view that structural obstacles embedded in the system are more favourable for male candidates. These related to the role of male networks and the requirement that candidates for board members are nominated by current federation members. Through the lens of gendered organisational logic and inequality regimes, the findings supported the notion that meanings assigned to masculinity and femininity resulted in the reproduction of inequalities and male participants not seeing the importance of updating gender ratio policies. As noted by the author, future research in this area should consider how gender relations operate at the individual, organisational, and structural levels. Alternate perspectives such as hegemony and dimensions of culture (i.e., organisational and national) may also be useful to better understand these types of leadership scenarios in context. As is the case with the previous *JSPP* article discussed, better understanding equity barriers and practical steps to ensure equitable opportunities for women are areas worthy of further inquiry.

The final article covered in this section review was published in *ESMQ* and investigated the dynamic capabilities in national governing bodies of sport (NGBs). In this study, Harris, Metzger, and Duening (2021) interviewed four CEO's or Executive Directors of US-based NGBs to better understand drivers of '3M' outcomes (i.e., medals, money, members) and the role of innovative leadership in this process. Working from a baseline dynamic capabilities framework which includes organisational learning, market alignment, and resource acquisition and mobilisation), the authors postulated innovative leadership as precursive to these more established drivers of the targeted outcomes. A premise in the article was that leaders must advocate and execute effective logics and design their organisations in a manner that promotes innovation. With this in mind, the researchers looked to consider leader cognition and their capacity for effectuation (i.e., focusing on acquiring and utilising resources to continuously adapt to changing environments). An interesting takeaway from the study is that the directors of low-performing NGBs appeared to view innovation in the context of rebuilding and making the most of what one has to work with. In contrast, the directors of high-performing NGBs promoted

innovations related to social media and changing technologies. While the authors appeared to suggest this finding as evidence that leaders of high-performing organisations have an effectuation propensity (and that directors of low-performing organisations do not), it seems that additional complexities may need to be considered. For example, an insightful aspect to this study is the emergence and recognition of external and internal 'initiating conditions' (e.g., size, wealth, diversity considerations, competition dynamics) which leaders inherit and operate within. This reasoning therefore suggests that a directors' approach to leadership, innovation, and effectuation may be largely dictated by the organisation's circumstances (i.e., initiating conditions). Future research might therefore look to investigate the agency of leadership for innovation in different contexts (e.g., high versus low-resource scenarios), and consider alternative perspectives on the meaning of innovative leadership.

Annotated Bibliography

Cuskelly, G., Fredline, L., Kim, E., Barry, S., & Kappelides, P. (2021). Volunteer selection at a major sport event: A strategic Human Resource Management approach. Sport Management Review.
An Australian research group from Griffith, Edith Cowan, and La Trobe Universities use quantitative data from volunteer applications from the 2018 Commonwealth Games to investigate factors that predicted the selection of applicants ($N = 53,234$) who were chosen for interview. 71.0% of applicants indicated previous volunteer experience, with 60.8% indicating having leadership skills. Using binary logistic regression, the most prominent predictors of interview selection were availability during the trials and preparation periods, the motivation to represent and support the local community, and volunteering skills. The indication of having leadership skills was not a significant predictor of being selected for interview. In addition, applicants indicating a motive to receive rewards and recognition were significantly less likely to be interviewed.

Di Lu, L., & Heinze, K. L. (2020). Examining Institutional Entrepreneurship in the Passage of Youth Sport Concussion Legislation. Journal of Sport Management, 1(aop), 1-16.
Researchers from Western University in Canada, and the University of Michigan in the United States use qualitative data from interviews and archival sources to investigate the activities and tactics of two coalitions involved in passing youth sport concussion

legislation. From the theoretical perspective of institutional entrepreneurship, the authors examine strategies of leading change in sport policy in the states of Washington and Oregon. The analysis revealed diverse coalition representation and their engagement with the previously identified categories of political, technical, and cultural activities. The range of specific tactics emanating from this typology included recruiting for knowledge and connections, diversifying membership, strategic compromising, and embedding policy in a broader value context.

Foreman, J. J., Bendickson, J. S., & Cowden, B. J. (2021). Agency theory and principal–agent alignment masks: an examination of penalties in the National Football League. Journal of Sport Management, 35, 105-116.

The authors, researchers from University of Louisiana at Lafayette and Kennesaw State University, both in the US, used National Football League (NFL) data across 34 seasons to examine how coaches (i.e., leaders) adapt to general changes in coaching strategy and securing subsequent head coaching positions through the lens of agency theory. Using a combination of Arellano-Bond dynamic panel data estimation and survival analysis, the results indicated the presence of agency misalignment, where incurring more penalties results in on-field success, but decreases the likelihood for obtaining future head coaching opportunities. In addition, the findings indicate that coaches have higher chances of securing future head coaching positions if they are Black, younger, or have held more head coaching jobs in the past.

Foreman, J. J., & Turick, R. M. (2021). The effect of race on lateral moves to coach central positions. Sport Management Review, 1-23.

Researchers from the University of Louisiana at Lafayette and Ball State University, both in the US, quantitatively analysed data on the National Football League (NFL) across 32 seasons to test the effect of race on lateral coaching moves. With the theoretical premise that centrally located positions are more likely to be selected as future leaders, they focused on the likelihood of Black coaches making a lateral move to central coaching positions (and hence better positioned for promotion). Using logistic regression, the findings indicated Black coaches were less likely to make lateral moves to coach central positions, and that minority head coaches were less likely to assign Black assistant coaches to coach central positions earlier and later in the sample period.

Hall, E. T., Gray, S., Martindale, A., Sproule, J., Kelly, J., & Potrac, P. (2021). Doing hybrid management work in elite sport: the case of a head coach in top-level rugby union. Sport Management Review, 1-25.

A British Isles research group from Northumbria University, the University of Edinburgh, and University College Dublin used multiple qualitative methods in conjunction with ethnographic fieldwork to examine the hybrid role of the head coach for an international rugby union team during a 20-month period. Utilising the heuristic device of Crossley's relational sociology perspective, the head coach was found to strategically manage nuanced relationships with and between organisational collaborators which were characterised by varying levels of trust. The position of the head coach was identified as a significant factor for influencing support, resources, and information flow, while strategic interactions were found to generate buy-in and the space to implement programs and agendas.

Harris, S. J., Metzger, M. L., & Duening, T. N. (2021). Innovation in national governing bodies of sport: Investigating dynamic capabilities that drive growth. European Sport Management Quarterly, 21(1), 94-115.

A research group from the University of Colorado, Colorado Springs in the US used data from interviews with four CEO or Executive Directors of US-based National Governing Bodies (NGBs) of sport to examine the effect of dynamic capabilities on the '3M' outcomes of members, medals, and money. The investigation focuses on three established antecedents of sustained innovation (organisational learning, market alignment, and resource acquisition and mobilisation) whilst also considering innovative leadership as an added variable to the dynamic capabilities framework. The findings indicated varied performance and notable differences across organisations in relation to both innovative leadership and the other traditionally researched factors. A conceptual model was also advanced which positioned innovative leadership as a driver of the traditional dynamic capabilities.

Norman, M., Donnelly, P., & Kidd, B. (2021). Gender inequality in Canadian interuniversity sport: participation opportunities and leadership positions from 2010-11 to 2016-17. International Journal of Sport Policy and Politics, 13(2), 207-223.

A Canadian research group from McMaster University and the University of Toronto used combined quantitative data from four separate gender equality studies in Canadian

interuniversity sport to investigate gender inequality for both leadership positions and athletic participation across 56 institutions over four seasons (from 2010-2017). Equal gender representation was found in relation to the number of teams for each gender. However, inequality was found in relation to the total number of individual participation opportunities; women received no more that 44% of the opportunities in any given season. Gender disparities were also found with regard to the average representation percentages within the following leadership positions: athletic directors (21% women), assistant athletic directors (49% women), head coaches (17% women) assistant coaches (21% women).

Organista, N. (2021). Gendering of recruitment and selection processes to boards in Polish sports federations. International Journal of Sport Policy and Politics, 13(2), 259-280.

The author, from the Józef Piłsudski University of Physical Education in Poland, utilised qualitative data from 24 interviews with present and past board members and senior managers of Polish sports federations. The primary purpose of the study was to examine board recruitment and selection policies. Significant differences were found between women and men in perceived barriers for gender-balanced boards. Male participants perceived a lack of willingness and commitment by female candidates, and a reluctance to take responsibility and perform management functions. In contrast, women participants identified a perceived lack of trust towards women in sport and an 'old boys' network' as the primary barriers, while noting selection policy as a structural obstacle due to the major role of male networks.

Sport Marketing and Sponsorship

Dongfeng Liu

In total 15 articles are identified for the section of sport marketing and sponsorship with eight of them devoted to the theme of sport sponsorship, and the rest to other sport marketing topics. A breakdown of themes and topics can be found in Table 1. Written by 44 authors from 32 institutions in 13 countries, these articles come from five journals with 7 from IJSMS, 3 from SMR, 2 each from JSM and ESMQ, and one from JGSM. In this section of the Sport Management Digest, an overview of these publications will be offered with nine of them being reviewed in more details.

Table 1, Selected Publication in Sport Marketing and Sponsorship

Themes	Topics	Authors	No
Sport sponsorship	Sponsorship effects and determinants	Bjerke & Elvekrok (2021)* Pontes, Pontes, Jin and Mahar (2021)* Kwak and Pradhan (2021)* Lee and Suh (2021)* Lu , Zhu & Wei,2021 Santos, Moreno, Gasco & Lizama (2021)	6
	Ambush marketing	Geurin & Erin L. McNary (2021) *	1
	Sponsorship decision making	Schönberner, Woratschek and Ellert (2021)*	1
Sport marketing	Consumer behaviour	Jang, Wu and Wen (2021) * Stroebel, Woratschek & Durchholz (2021)* Happ, Choll-Grissemann, Peters & Schnitzer (2021) Behnam, Pyun, Doyle &Delshab (2021) Paek, Morse, Hutchinson & Lim (2021)	5

	City marketing	Book and Eden's (2021)*	
		Zhang, Kim, Xing (2021)	2
Total			15

Note:* Articles reviewed in detail

Sport sponsorship

The majority of articles (6 out of 8), under the theme of sport sponsorship, have the aim to assess the influence of various factors on sponsorship effect through empirical studies. This resonates with the sustained research interest in this topic over the past decades in the extant literature. Among them, Pontes, Pontes, Jin and Mahar (2021) examine three factors influencing sponsorship effectiveness, namely audience perceptions of sincerity regarding sponsor motives, fans team identification, and perceived fit. While all three factors have been been identified in previous research, this study contributes to the literature by demonstrating that the effect of sponsorship articulation on perceived fit is mediated by perceived sponsor sincerity and moderated by a fan's level of team identification, thus offering novel insight into the processing of sponsorship fit articulation, and providing guidance to sport managers looking to improve sponsorship effectiveness. Kwak and Pradhan (2021) also investigate the role of team identification, but the focus is on how fans with different levels of identification respond to different advertisements by a sponsor of a losing team. They find that advertisements acknowledging the loss and touting the positive value of the identity will be more favorably viewed by high identifiers than low identifiers. However, advertisements not featuring the losing team will be evaluated more favorably by low identifiers than high identifiers. As a result, they suggest that sponsors should consider different messaging strategies depending on the level of team identification with the losing team.

Lee and Suh (2021) seek to explore the relationship between the severity of a sports-related accident and sponsorship effects, which is also the first known empirical research using the fear appeal theory (Hastings, Stead, & Webb, 2004) in sports sponsorship. Like the previous two articles, their study also uses an experimental design, and the results show that sponsorship effects are maximized in a minor injury condition, while smaller sponsorship effects are garnered in the absence of an accident or during fatal injury conditions. The implication is that sponsors do not necessarily have to worry about the dangers of injury unless they are fatal.

While most of the selected articles investigate sponsorship from the perspective of marketing or branding targeting external audience, Bjerke and Elvekrok (2021) turn their attention to sponsorship effect on internal employees and their well-being. Applying a case methodology with data collected through both semi-structured interviews and a survey, they examine the influence a sport sponsorship-based health care programme targeted at employees may have on employee motivation to do physical activity. The findings show that the user-friendliness of the health-care portal, and the attitude towards the programme are significant predictors of employees' sponsorship-based motivation to do physical exercises, thus offering insight for sponsors in terms of the use of sponsorship as a strategic tool to improve employee wellness.

In addition to discussion on sponsorship effects and contributing factors, two other topics are addressed by the selected articles, i.e. ambush marketing and sponsorship decision making (see Table 1). In particular, informed by agency theory and based on a three-round Delphi study, Schönberner, Woratschek and Ellert (2021) look at sponsorship decision making process from sponsor managers perspective. They not only reveal 12 different personal objectives of sport managers underlying sponsorship decision-making, empirically confirming for the first time the existence of a hidden agenda behind sponsorship decisions, but also shed light on the possible effects of such a hidden agenda on achieving sponsoring company's objectives.

Sport marketing

Of the seven articles under the theme of sport marketing, five focus on consumer behaviors, and the other two examine city marketing through sports. Using self-construal as a key theoretical framework (Ellis & Wittenbaum,2000), Jang, Wu and Wen (2021) first identify two different types of meaningful sports consumption (MSC) from either a self-or an other-oriented perspective, they then investigate how those MSC would determine the feelings and behaviors of sports consumers differently through an experimental study. Their study extends the literature by revealing new insight into the role of meaningful sports consumption in understanding sports consumer behavior. In another article, Stroebel, Woratschek & Durchholz (2021) study merchandising and fan behaviour. In contrast to the majority of existing literature where merchandising treated as a dependent variable either as an objective or measurement of team identification, they examine merchandising as an antecedent of fan behavior determinants. Through a quantitative survey with data collected from German basketball fans, the study demonstrate that team

merchandise can be a catalyst for team identification and loyalty, and thus can be used as a tool to influence fan behavior.

Of the two articles under the sub theme of 'city marketing through sport'. Book and Eden's (2021) study seeks to examine how community sports can be integrated into the development and marketing of a city, by using skateboarding in Swedish Malmo as an in-depth case study. It is noteworthy that, by using a communicative co-constructed method inspired by co-constructed auto-ethnography and para-ethnography, the co-authors (one scholar and one practitioner within the skateboarding field) managed to reveal how a multilevel approach founded in shared values and mutual benefits through user-driven partnerships has been essential and instrumental in successfully establishing Malmo as an internationally renowned skate-boarding city. The study sheds new light on the importance of combining top-down and bottom-up approaches in urban development and city marketing, by highlighting the positive interaction between grassroots initiative and municipality.

This review shows that sport marketing and sponsorship has been a field that continues to garner scholarly attention, and some of the enduring topics, such as sponsorship effects and determinants, consumer behaviors, and city marketing through sports, have spurred the most interests among scholars. While quantitative research with data collected through surveys or experiments featuring positivism is still the dominant approach, it can be seen that the use of novel research methods such as co-constructed auto-ethnography and para-ethnography have the potential to produce new insights into sports marketing inquiries. Finally, a strong link between research and practice can also be observed with many scholars making clear efforts to inform industry practice and policy making.

Reference

Ellis, J. B., & Wittenbaum, G. M. (2000). Relationships between self-construal and verbal promotion. *Communication Research, 27*, 704–722.

Hastings, G., Stead, M., & Webb, J. (2004). Fear appeals in social marketing: strategic and ethical reasons for concern, *Psychology and Marketing, 21*（11), 961-986.

Annotated bibliography

Bjerke, R., & Elvekrok, I. (2021). Sponsorship-based health care programs and their impact on employees' motivation for physical activity. European Sport Management Quarterly, 21(2), 194-217. doi:10.1080/16184742.2020.1735471.

The authors aim to explore the impact of a health care portal and employee attitude toward a health care program on sponsorship-based employee motivation to do physical exercises. It is a case study design using Aker, a Norwegian company, as an example with data collected through semi-structured interviews and surveys among its employees. The results show that both the portal and attitude toward the program have a significant influence on sponsorship-based motivation to do physical exercises. These findings contribute to the sport sponsorship on internal activation and provide practical implications for sponsors to strategically improve health-care of employees. However, as a case study, the findings may not be generalized to other populations and contexts.

Book, K., & Edén, G. S. (2021). Malmö–the skateboarding city: a multi-level approach for developing and marketing a city through user-driven partnerships. International Journal of Sports Marketing and Sponsorship, 22:(1), 164-178. doi:10.1108/IJSMS-05-2020-0101

The authors aim to explore how skateboarding is integrated into and drives the development and marketing of the city of Malmo. Author 1, the scholar and outsider, is responsible for building conceptualization and writing discussion and conclusion. And his co-author, the practitioner and insider, narrates experience related to the research questions to generate empirical data. They find the success of skateboarding story of Malmo fits into the conceptualization and the unique feature is the consistent, constructive partnerships between the municipality and user groups. It is suggested that the experience of Malmo could be replicated in other cities.

Jang, W., Wu, L., & Wen, J. (2021). Understanding the effects of different types of meaningful sports consumption on sports consumers' emotions, motivations, and behavioral intentions. Sport Management Review, 24(1), 46-68. doi:10.1016/j.smr.2020.07.002

Adopting a self-construal framework as the theoretical foundation to identify different types of meaningful sports consumption (MSC) from either a self- or an other- oriented

perspective, the authors seek to examine how these MSC uniquely determine the feelings and behaviors of consumers in different ways. Through experimental studies, they conclude that sports consumers experience different types of affective responses, self-transcendent emotions, motivations, and behavioral consequences, depending on the type of sports consumption, and the self-construal mindset.

Kwak, D. H., & Pradhan, S. (2021). "If You Ain't First, You're Last!" Understanding Identity Threat, Team Identification, and Advertisement Messages When Your Favorite Team Loses. Journal of Sport Management, 35(2), 158-171. doi:10.1123/jsm.2019-0445

The authors aim to explore how sport consumers respond to sponsor advertisements featuring a team that loses a pivotal game. With data collected from three experimental studies, they find that advertisements acknowledging the loss and touting the positive value of the identity will be more favorably viewed by high identifiers than low identifiers. However, advertisements not featuring the losing team will be evaluated more favorably by low identifiers than high identifiers. This study contributes to sport marketing literature and suggest that sponsors should consider to adjust their advertisements depending on the level of team identification with the losing team.

Lee, S., & Suh, Y. I. (2021). The severity of a sports-related accident and sponsorship effects: focusing on the fear appeal theory. International Journal of Sports Marketing and Sponsorship, 22(2), 293-311. doi:10.1108/IJSMS-08-2019-0086

The authors, researchers from the Korea Aerospace University and University of West Georgia, use experiment studies with data collected from university students to examine how the severity of accidents occurring during sporting events impacts the effectiveness of sponsorship (brand recognition, attitude toward the brand, purchase intention). They find that sponsorship effects are maximized in a minor injury condition, while smaller sponsorship effects are garnered in the absence of an accident or during fatal injury conditions, which is in line with the fear appeals theory.The implication is that sponsors do not necessarily have to worry about the dangers of accidents unless they are fatal.

Pontes, N., Pontes, V., Jin, H. S., & Mahar, C. (2021). The Role of Team Identification on the Sponsorship Articulation–Fit Relationship. Journal of Sport Management, 35(2), 117-129. doi:10.1123/jsm.2019-0401

The authors examine three factors, i.e. audience perceptions of sincerity regarding sponsor motives, fans team identification, and perceived fit, and how they would impact sponsorship effectiveness. With data collected from three studies comprising two experiments, this study not only confirms the moderating role of team identification in the articulation–fit relationship, but also shows that this effect is mediated by perceived sponsor sincerity. This study makes contributions to sport management scholarship with novel insight into the processing of sponsorship fit articulation, and can thus inform practice by providing guidance to managers looking to spend their sponsorship budget more effectively.

Schönberner, J., Woratschek, H., & Ellert, G. (2021). Hidden agenda in sport sponsorship – the influence of managers' personal objectives on sport sponsorship decisions. Sport Management Review, 24(2), 204-225. doi:10.1016/j.smr.2020.07.001

The authors, researchers from University of Bayreuth and Macromedia University of Applied Sciences, investigate corporate objectives and managers' personal objectives for sponsorship, and their influence on sport sponsorship decision-making. Through a three-round qualitative Delphi study with data collected from 18 participants who were involved in sponsorship decision-making through purposive sampling, they identify 16 corporate objectives and 12 personal objectives underlying sponsorship decision-making. In addition, they confirm the existence of hidden agenda that might influence the sponsorship decision-making process in all steps and stages.

Stroebel, T., Woratschek, H., & Durchholz, C. (2021). Clothes make the fan: the effect of team merchandise usage on team identification, fan satisfaction and team loyalty. Journal of global sport management, 6(2), 185-202. doi:10.1080/24704067.2018.1531354

The authors, researchers at the University of Bern and University of Bayreuth, use data collected from fans of top basketball league in Germany to analyze the relevance of team merchandise usage to fan behavior determinants. In contrast to the majority of existing literature where merchandising is treated as a dependent variable either as an objective or measurement of team identification, they examine merchandising as an antecedent of fan behavior determinants. The results suggest that team merchandise can be a catalyst for team identification and loyalty, and thus can be used as a tool to influence fan behavior.

Sport Communication

Gashaw Abeza

Introduction

The sport management research community has published over 55 sport communication (and related) articles in the field's various journals over the past seven months of 2021. During this period, a few sport communication research works have been published in journals such as the *Journal of Sport Management, Sport Management Review, International Journal of Sports Marketing and Sponsorship, European Sport Management Quarterly, Journal of Global Sport Management*, and others. Two journals in particular, *Communication and Sport* (six articles) and *International Journal of Sport Communication* (three articles) published studies on the topic of *media representation* and *media consumption* – the two themes on which this section of the issue focuses. Nine articles from these two journals, representing the work of 43 authors from 20 different universities, are summarized in this issue. Of the nine articles, five covered media representation (TV, print, and social media) of disability, mental illness, and women in sport. Four articles dealt with media consumption behaviour of (a) television viewers (activities while viewing televised sports), and (b) college and professional football players and fans (consumption of social media).

Advances in sport management communications

The nine studies under consideration were researched in different contexts of sports such as the Olympic Games (e.g., the Rio Olympics), professional team sports (e.g., NFL, NBA), and college sport (e.g., D-I Football). Also, the studies were guided by different theories and conceptual frameworks such as social cognitive theory, framing theory, interpersonal behaviour theory. In addition, research methods such as surveys, in-depth interviews, social media data, TV broadcast recordings, and print media archives were used as sources of data to address the studies' research objectives.

As extensively covered in the media representation articles, the media have long been criticized for contributing to the stigmatization of athletes with disability, mental illness, and women in sport, which has contributed to people experiencing stereotypical

behavior, prejudice, and discrimination in different social settings (Parrott et al., 2019). The articles emphasize the media's crucial role (through their selection and framing of stories as well as frequency of coverage) in influencing peoples' perceptions of (a) athletes with disability, (b) mental illness, and (c) women in sport. The studies investigated the issue of fair media representation, and made some encouraging, and not so encouraging, findings.

The studies that focused on disability (McGillivray, O'Donnell, McPherson, & Misener, 2021) and mental illness (Parrott, Billings, Buzzelli, & Towery, 2021) encouragingly reported positive progress in media coverage and the representation of athletes with mental illness and disability, in contrast to the stereotypical news coverage that has been a feature of the media for a long time. As McGillivray et al. reported, while one cannot fully claim that the balance of media representations of the Rio Paralympics was fully positive, the trend in the coverage of disability has been encouraging but needs to be tested further with future events. Similarly, Parrott et al. reported positive media responses and coverage of professional athletes' disclosure of mental illness, which contrasts with the stereotypical news coverage. The media framed the disclosed athletes as showing strength of character for revealing their personal experiences with mental illness.

In contrast, the two studies that focused on the coverage of women in sport on traditional media reported that coverage of men's sports was dominant on TV and in the print media. Particularly, a study by Cooky, Council, Mears, and Messner (2021) reported on the most recent iteration (findings for the year 2019) of their 30-year longitudinal study of gender in televised sports. Their study found that the quantity of coverage of women's sports on TV news and highlights shows has continued to be dismally low. In a similar manner, Taylor, Linden, and Antunovic's (2021) investigation of print media archive data covering 45 years showed that journalists trivialized women's participation in football, and the coverage has maintained hierarchies of gender.

The unequal coverage of women's sport on social media is similar to that of the traditional media. A study by Fraidenburg and Backstrom (2021) that investigated the representations of sportswomen on espnW's and ESPN's Instagram accounts reported that women's sport received less coverage and separation (i.e., of having an espnW's women's focused account), which upheld male dominance. The study found that ESPN's Instagram rarely carried posts on sportswomen or feminism. On the other hand, while espnW's Instagram posted female empowerment messages, it posted a relatively lower

number of postings about sportswomen compared to ESPN's coverage of sportsmen, and communicated less engaging content. This is contrary to the assumption that social media has great potential to serve as an alternative venue to enable and enhance a better media representation of sportswomen.

On the topic of media consumption, Lewis, Gantz, and Wenner (2021) investigated the activities people engage in while viewing televised sports, and found that viewing live sports involves a number of different simultaneous in-person and second-screen activities. Sports viewers, in fact, use the time available to watch sports to do other things simultaneously. As they view sports, viewers also meet other obligations in their lives such as taking care of the household and engaging in work- or school-related tasks. The study reported that more concurrent behaviors are displayed when games are not close, relative to games that are close.

On a related topic of social media consumption, Lim, Donovan, Kaufman, and Ishida (2021) studied how critical athletes' social media activity is for NFL athletes' in-game performance. The authors found there is a negative relationship between the frequency of social media posting and athletes' on-the-field performance. Players who post social media content with a higher level of humility are more likely to perform better. According to the authors, humility enhances self-control and positively impacts team performance. Hence, players who exhibit humility have the potential to create a team's collective humility, which leads to enhanced team performance. Equally, the authors noted that too little or too much humility may compromise athletic performance.

Relatedly, considering the value of hashtags in today's social media communication, Kim, Cho, and Kim (2021) investigated why sports fans use hashtags in their communications. The authors reported that sufficient habit (i.e., automatic responses to specific situations) and facilitating conditions (e.g., network speed, devices) would lead sports fans to share information through hashtags on social media platforms. Cranmer, Cassilo, Sanderson, and Troutman (2021) also examined how social media users react to announcements by student athletes of an early exit from their sport. By early exit, the authors mean that the student athletes voluntarily disengage from their teams prior to their planned exit dates. The findings showed varied reaction from fans depending on their fandom to a team. While, for example, the exiting player's fans supported the athlete, other teams capitalized on the early exit announcements.

These nine studies provided us with four new important insights. It is worth noting that the methods used in the studies played a critical role in producing these insights.

The new insights are : (a) the media coverage of athletes with disability and mental illness is showing positive progress in terms of positive coverage, (b) media coverage of women's sports on traditional and social media is still underrepresented, (c) viewing of live sports involves a number of different simultaneous in-person and second-screen activities, where more concurrent behaviors are displayed when games are not close, relative to games that are close, (d) players who exhibit humility in their social media communication have the potential to create enhanced team performance. Equally, too little or too much humility in social media communication may compromise athletic performance, (e) sufficient habit and facilitating conditions lead sports fans to share information through hashtags on social media platforms, and (f) expectedly, fans' social media reactions to student athletes early exit announcements vary, depending on their fandom to a team.

Annotated bibliography

McGillivray, D., O'Donnell, H., McPherson, G., & Misener, L. (2021). Repurposing the (super) crip: media representations of disability at the Rio 2016 Paralympic Games. Communication & Sport, 9(1), 3-32.

The above four authors from the United Kingdom and Canada examined UK print and online media coverage of the 2016 Rio Paralympics. The researchers studied the dominant media frames and framing techniques practiced by media outlets (e.g., The Telegraph, The Guardian, The Sun, Daily Mail, etc.) to identify any trends and patterns of reporting on disability. The authors focused on one of the main discourses that has developed since the early 2000s – supercrip. The "supercrip" narrative is the narrative of para-athletes overcoming the odds and achieving athletic excellence. Researchers have debated the merits and demerits of the "supercrip" narrative. The study found that the supercrip discourse continued to 'enjoy rude health' during the Rio Paralympics, supporting previous research works on the topic area. According to the authors' findings, while one cannot fully claim that the balance of media representations of the Rio Paralympics was fully positive, the trend has been encouraging, but its continuation remains to be seen.

Parrott, S., Billings, A. C., Buzzelli, N., & Towery, N. (2021). "We All Go Through It": Media Depictions of Mental Illness Disclosures from Star Athletes DeMar DeRozan, and Kevin Love. Communication & Sport, 9(1), 33-54.

The above researchers from the University of Alabama examined how the media conveyed and characterized the disclosure of personal experiences with depression and anxiety by two professional basketball players – DeMar DeRozan and Kevin Love – in 2018. The authors investigated news stories about the athletes' disclosure and their experiences with mental illness, particularly how the media presented the athletes as mental health advocates and models for pro-health attitudes and behavior. Guided by social cognitive (mass communication) and framing theories, the authors examined the ways in which news stories were covered by mainstream news outlets (i.e., professional newspapers, college publications, magazines, news wires, and online-only news sources). The study considered stories that appeared in 177 publications, most of which were published in the United States and Canada, but also in China, France, and New Zealand. The study reported positive media responses and coverage of the athletes' disclosure, which contrasts with the stereotypical news coverage of mental illness. The media framed the athletes as showing strength of character for revealing their personal experiences with mental illness.

Cooky, C., Council, L. D., Mears, M. A., & Messner, M. A. (2021). One and Done: The Long Eclipse of Women's Televised Sports, 1989–2019. Communication & Sport, 9(3), 347-371.

These researchers from Purdue University and the University of Southern California have been tracking and analysing the quantity and quality of coverage of women's and men's sports in televised news and highlights shows for three decades. In this study, they reported on the most recent iteration (findings for the year 2019) of their 30-year longitudinal study on gender in televised sports. The study was based on recorded sports news and highlights segments from Los Angeles network affiliates (KCBS, KNBC, and KABC), and ESPN's SportsCenter. The authors attempted to find if there was any change or continuity over time. The study reported that the amount of coverage of women's sports on TV news and highlights shows has continued to be dismally low. Most sports news or highlights shows are dominated by stories of men's sports. According to the authors, "when a women's sports story does appear, it is usually a case of "one and done," a single women's sports story partially eclipsed by a cluster of men's stories that precede it, follow it, and are longer in length" (p. 366). The authors also noted that there has been growth in the quantity and quality of live televised coverage of some women's sports over the past 30 years.

Taylor, K., Linden, A. D., & Antunovic, D. (2021). "From Beach Nymph to Gridiron Amazon": Media Coverage of Women in American Football, 1934–1979. Communication & Sport, 9(3), 458-475.

Guided by feminist sport studies literature, these three scholars from universities in the UK and US examined the media coverage of women footballers in the US. The study used over 100 newspaper and magazine articles published from 1934 to 1979. The authors employed a textual analysis to examine the coverage of women footballers. While American football is dominated by men, according to the authors women have participated in the sport for over 100 years. One of the first formal women's football leagues began in 1934 and women's football witnessed the establishment of its most successful franchise, the National Women's Football League, in 1979. The study's findings inform us that journalists trivialized women's participation in football, and coverage has maintained hierarchies of gender.

Fraidenburg, K., & Backstrom, L. (2021). Separate and Unequal? Representations of Sportswomen on espnW's and ESPN's Instagram. International Journal of Sport Communication, 14(2), 168-194.

Based on the argument that social media (compared to the traditional media) serve as an alternative venue to enable and enhance the media representation of sportswomen, these two authors from Florida Atlantic University examined ESPN's (@espn) and espnW's (@espnw) Instagram accounts between February 2018 and August 2019. Assuming that ESPN and espnW's Instagram audiences differ by gender, the authors examined whether the difference in the target audience was affecting the content each account was posting about sportswomen. The authors noted that while ESPN predominantly has a male audience, espnW was launched by ESPN in 2009 as a digital product marketed to women aged 18–34. Their study found that ESPN's Instagram rarely posted about sportswomen or feminism. On the other hand, while espnW's Instagram posted female empowerment messages, it upheld male dominance through its separation from ESPN, putting out a relatively lower number of postings about sportswomen compared to ESPN's coverage of sportsmen, and communicating less engaging content.

Cranmer, G. A., Cassilo, D., Sanderson, J., & Troutman, B. (2021). Social media discourse about Division-I football players' early exit announcements: The role of expressed fandom. Communication & Sport, 9(4), 550-575.

These researchers, from Clemson, Kennesaw, and Texas Tech Universities, examined social media users' replies to six Division-I college football players' early exit announcements on Twitter and Instagram during the 2018 National Collegiate Athletic Association (NCAA) football season. By early exit, the authors are referring to student athletes' voluntarily disengagement from their teams prior to their planned exit dates. Most of the six student athletes considered in this study transferred either because they wanted more playing time or wanted to be closer to home. One athlete said he exited early to recover from a core muscle injury and focus on the 2019 NFL Draft. The study's findings showed that members of social media who expressed fandom for the teams from which the athletes had exited supported the athletes. However, those who expressed fandom for other teams capitalized on the announcements, and those who expressed no fandom noted the significance of, and disagreed with, the student athletes. The authors recommended that athletic department personnel should handle their public commentary of student athletes' transfer with extra care and should refrain from infusing any negative interaction between exiting athletes and the public.

Lim, J. H., Donovan, L. A., Kaufman, P., & Ishida, C. (2021). Professional Athletes' Social Media Use and Player Performance: Evidence from the National Football League. International Journal of Sport Communication, 14(1), 33-59.

These four researchers from Illinois State University and Pace University examined how athletes' social media (Twitter, Facebook, and Instagram) activities are associated with their on-field performance. Combining the social media activities of NFL players over one season with that of the performance and profile information of 61 professional offensive players in the league, the authors investigated how critical the athletes' social media activity was for their in-game performance. Their findings showed that there is a negative relationship between the frequency of social media posting and athletes' in-game performance. The authors also reported that players who post social media content with a higher level of humility are more likely to perform better.

Kim, H. S., Cho, K. M., & Kim, M. (2021). Information-sharing behaviors among sports fans using# hashtags. Communication & Sport, 9(4) 646-669.

These researchers from the University of Mississippi and Yonsei University (Republic of Korea) explored sports fans' hashtags usage for information sharing. Guided by the theory of interpersonal behavior, the authors examined the primary factors that influence information sharing behavior on social media platforms. The authors gathered their data from an online survey of 323 social media users who had employed hashtags to exchange sports-related information over a one-year period. The authors reported that sufficient habit and facilitating conditions (e.g., network speed, devices) would lead sports fans to share information through hashtags on social media platforms. Here, habit refers to sequences of acts that have become automatic responses to specific situations.

Lewis, N., Gantz, W., & Wenner, L. A. (2021). What We Do When We Watch Live Sports: An Analysis of Concurrent Viewing Behaviors. International Journal of Sport Communication, 14, 153–167.

These three authors (from the University of Kentucky, Indiana University, and Loyola Marymount University) studied sport fans' concurrent viewing behaviors, meaning live sports viewing behaviors while watching a normal game, a close game, and one in which the outcome was clear. Using an active audience perspective, the authors gathered survey data from 630 U.S.-based participants. The authors found that live sports viewing involves a number of different simultaneous in-person and second-screen activities. According to the study, some of the activities focused on the sporting events themselves (e.g., text others about the game, use social media to access more facts about the game), and other activities focused on meeting the responsibilities of daily life (e.g., taking care of household tasks).

Sport Management Ethics and Integrity

Lisa Khil

Introduction

With this first review, I believe it is important to clarify the meaning of the term's ethics and sport integrity and thus outline the scope of the category. In the broader literature, the meaning and distinction of the term's ethics, morality, and integrity is well discussed. I do not intend to engage in such a debate in this review. The term ethics is used expansively to include but not limited to: a) a meta-ethical dimension involving deciding what is right, wrong, duty, responsibility, and obligation (e.g., moral reasoning and justification, social responsibility); and b) applied ethics (normative ethics) where scholars apply a set of reference points to make moral justifications (i.e., applying principles, rules, virtues to resolve specific sport moral problems) (Frankena, 1973; Nash, 2002). I will also use the terms ethics and morality interchangeably as do many in the field of sport management and in business ethics because epistemologically the terms have similar root meanings (Nash, 2002). "Sport integrity involves sport actors, professional behaviors, and organizational processes and procedures where moral values and norms serve as ideals and standards that influence sport governing body [sic] structures, systems, and decision making to enhance its integrity performance (Kihl, in press). Hence, sport integrity involves both corrupt and non-corrupt behaviors by sport actors as well as corrupt and unethical sport organizational governance, decision making and organizational practices.

Eleven papers were included in this review that were published in *Communication & Sport, European Sport Management Quarterly, International Journal of Sport Finance, International Journal of Sports Marketing and Sponsorship, International Journal of Sport Policy and Politics, Journal of Sport Management, and Sport Management Review. Ethics and Sport Integrity is a topic that spans across* a majority of the sport management scholarly outlets regardless of journal focus. Two papers studied sport corruption. One paper examined corruption's impact on event sponsors. Whilst one another investigated the media's role in communicating corruption. Two papers examined athlete misconduct

and its effect on team, stadium, and league sponsors. Three papers investigated the topic of match-fixing in terms of its causes, its impact on demand, and governing body policy responses. Three papers examined sexual assault and violence. One examined institutional image repair after systemic case sexual assault, the second critiqued the rhetorical dimensions of sexual assault in combat sports, and the last examined feminist understandings of violence. Last, one paper examined crisis management decision making.

Twenty different authors (three authored two different papers) from seven different countries (Canada, Germany, Italy, Portugal, Sweden, United Kingdom, and United States of America) and from 13 affiliations (Auburn University, German Sport University, Indiana University-Bloomington, Laurentian University, Lisbon University Institute, Loughborough University, Örebro University, University of Louisville, University of Massachusetts, Amherst, University of Palermo, Teesside University, The Ohio State University, Vassar College, West Virginia University) were included in the review.

Ethics and integrity studies

Chakravarti & Boronczyk (2021) conducted an event study methodology on the Indian Premier League to measure how the Indian supreme court's ruling announcement to ban two teams for engaging in corruption impacted the share price of sponsoring firms. The negative effects on firm value were greater for sponsors of suspended organizations than league sponsors or non-corrupt teams. This research supports the sports corruption literature in terms of the impact of corruption on sponsors who are connected to corrupt teams. Event study methodology is also a popular method for testing the economic impact of unethical behavior in sports.

Manoli and Bandura (2021) conducted qualitative focus groups to examine individuals' perceptions of traditional and social media's role in reporting corruption. Framed from Heidenhemier's (2002) perceptions of corruption, three different cases of severity of sports corruption (high, moderate, and low) were presented to participants. The analysis generated a model of perceived role of traditional media and social media and perceived severity of corruption. While this topic is well documented in the broader communications and management literature, this paper is of the few studies in a sport context to examine these phenomena.

Ge and Humphrey (2021ab) conducted two event study methodological studies on the impact of National Football League (NFL) athletes off-field misconduct on

sponsors. The first study (2021a) analyzed the stock prices of firms sponsoring the NFL league, teams, and sponsors where off-field conduct negatively impacted team sponsors versus league and stadium sponsors. The second study (2021b) extended the first by measuring the variables heterogeneity of player misconduct types (i.e., harming overs vs. self-harming behaviors), player visibility (i.e., star status), and national media coverage to show that NFL athletes' crimes that harmed people and had high media coverage led to higher negative returns for sponsors. The findings support the broader management and business ethics literature.

Moriconi and De Cima (2021) provided a nuanced qualitative analysis of the social structures (i.e., cultural and relational) (Archer, 1995; Scott, 2011). influencing Portuguese football referees to engage in match-fixing. The findings provide an important contribution to the sport corruption literature. It specifies aspects of the governance structure of Portuguese football refereeing system including the evaluation and classifying system of referees that expose integrity risks, the manipulation of formal and informal rules that normalizes corruption, and direct and indirect relationships that place undue influences on referees to engage in match-fixing.

Manoli et al. (2021) conducted a comparative case analysis of United European Football Association's (UEFA) policy responses to Greek and Turkish match-fixing cases. Using a normative lens, the study exposed important inconsistencies in policy responses between the two cases. The findings support current scholarship that suggests accountability measures of international sport governing bodies in eradicating match-fixing and sports corruption, in general, are ineffective because of varying policy implementation, discretionary power, and relying on legal proceedings as a sanctioning strategy.

Amenta & Di Betta (2021) used the 2006 Italian Calciopoli systematic match-fixing case, to test the theory that sport corruption sanctions (i.e., relegation) impact a football industry in terms of sport demand (i.e., attendance). Drawing from principal-agent theory, systematic corruption, and punitive system concepts, two log-linear models on the demand side were estimated using a fixed effect estimator. Their hypothesis was supported, which has practical implications for assigning sanctions for corrupt teams as monetary punishments maybe more adversely impactful than relegation.

Hindman et al. (2021) analyzed the NBA's moral decision making related to the COVID-19 crisis to demonstrate the complex and ethical challenges involved in managing a professional league during a pandemic. Using the concepts of bounded rationality and

bounded morality they content analyzed NBA media coverage and showed that the League's decision making was influenced by trying to balance caution (i.e., health and safety) with risk (i.e., finances and competitive advantage). A central contribution of the study is exposing how rationality and morality impact a League's decision making in the context of a severe crisis where moral conflict of finances versus health and safety must be resolved in a timely manner.

Frederick et al. (2021) conducted a qualitative media content analysis to examine institutional image repair (Benoit, 2000) in the Larry Nassar and Michigan State University (MSU) case. Overall, and non-surprisingly MSU's impair repair strategies were ineffective because people felt they mishandled the situation and placed blame on the victims. To shift the theoretical image repair needle, it is important to use an integrative theoretical framework that combines theories and conducts cross case comparisons of different scandal types and the image repair strategies used.

Milford's (2021) analysis of the rhetorical dimensions of sexual assault in combat sports is an intriguing and thoughtful analysis. First, drawing from Burke (1954) he makes the case that in combat sports the rhetoric around sexual assault places the culpability on survivors rather than on the assailant. Second, he argues through the "one-two punch" of hegemonic masculinity and hierarchy analogy that rhetoric of victim blaming is intensified based on the unique hierarchical and reverential nature of the sport in and hegemonic masculinity. Returning to Burke (1954) and his notion of action and motion, Milford suggested cultural change in the sport can only occur by placing responsibility of assaults on those in positions of power. The study has an important practical and policy implications for sport governing bodies and clubs in managing sexual assault.

Using a traditional feminist understanding of violence in male sports, the Alsarve's (2021) paper sought to distinguish masculine ideals to target for a violence prevention program in the context of Swedish ice hockey. Based on the thematic analysis, male behaviors that needed intervention in the ice hockey culture related to sexist attitudes, aggression and violence encouraged by drug and alcohol consumption, and a competitive environment. The practical implications demonstrate that if sports aim to be inclusive sport managers hold the responsibility to create supportive and safe playing environments with no tolerance for sexist attitudes and behaviors, alcohol and drugs, and implement rules that discourage reckless competitive play.

The published works in this review, highlight that the causes, consequences, and reform efforts of sports corruption are the main focus areas of study under the broader umbrella of ethics and sport integrity in sport management. Sexual assault was also a critical area of research where understanding how to counteract and change masculine cultures was a focus. A range of theoretical perspectives were used to frame the research including of bounded rationality and morality, Burke's (1954) victimage ritual, hegemonic masculinity, image repair, normative policy response, perceptions of corruption, and social structural constraints. The main methodologies used were event study and basic qualitative approaches (e.g., interviews, content analysis)

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Annotated bibliography

Chakravarti, P., & Boronczyk, F. (2021). Corruption and sponsor value: An event study analysis. International Journal of Sport Finance, 16, 44-56.

This study examined the impact on firm value on teams' and league sponsors byway of the 2013 Indian Premier league scandal. Using an event study methodology, a reaction to the Indian Supreme Court decision to impose a life ban cricket on actors involved in corruption. The results showed that team and event linked sponsors experienced an immediate decline in firm value; the decline is larger for event sponsors in comparison to team sponsors and the effect on sponsor firm value differs because of a variety of factors that cannot be generalized. This study has more practical worth than expanding our theoretical understanding of sports' corruption impact on sponsor values.

Manoli, A. E., & Bandura, C. (2021). Perceptions of the role of traditional and social media in communicating corruption, Sport Management Review, 24(3), 500-516.

Using Heidenhemier's (2002) framework on perceptions of corruption, this study examined how the perceived severity of sports corruption influenced peoples' perceptions of the role traditional and social media play in communicating corrupt acts. Eighteen focus group interviews involving 99 participants were asked to provide their perceptions about the media in three cases of corruption that varied in severity (i.e., low, mediate, and high). The findings showed that participants' perceptions of the role of traditional and social media varied based on the perceived severity of sports corruption. Whilst a model was created to explain the perceptions of the role of media given the gravity of corruption, the theoretical contribution is limited.

Ge, Q., & Humphreys, B. R. (2021a). Athlete off-field misconduct, sponsor reputation risk, and stock returns. European Sport Management Quarterly, 21(2), 153-172.

The authors used event study methodology to examine how National Football League (NFL) athlete off-field misconduct affects the stock price of the athletes' team, stadium, and the league. From 2007-2017 863 individual NFL player off-field misconduct instances were identified. Stock price data of 179 publicly traded firm sponsors of NFL teams, NFL stadiums, and the League were then analyzed. Firms sponsoring NFL teams were impacted by off-field misconduct -0.3% but stadium and league sponsors were not.

However, post-2014 negative impact of player off field misconduct was -.01% which was attributed to establishment of the NFL's Player Conduct Policy. The study is interesting but does not move the broader scholarship related to misconduct and economic impact.

Ge, Q., & Humphreys, B. R. (2021b). Athlete misconduct and team sponsor stock prices: The role of incident type and media coverage. Journal of Sport Management, 35(3), 216-227.

This study examined heterogeneity of National Football League (NFL) athletes off-field misconduct and amount of media coverage impacted team sponsor stock prices. Heterogeneity of off-field misconduct was measured by two dimensions: a) self-harming crimes (e.g., intoxication, drug possession) and other-harming crimes (e.g., assault, domestic violence); and b) misconduct by star players versus less prominent players. Using event study methodology, the results showed NFL players off-field misconduct negatively impacted stock prices. Negative sponsor stock returns were found where crimes harmed other people and had more media attention. Crimes involving star players did not negatively impact stock prices vs. crimes committed by less prominent players. Heterogeneity of off-field conduct contradicts the sport corruption literature which suggests that it is the extent of nature of unethical behavior and not the type of behavior.

Moriconi, M., & De Cima, C. (2021). Why some football referees engage in match-fixing? A sociological explanation of the influence of social structures. International Journal of Sport Policy and Politics, 13(1), 143-158.

This study examined the social structural constraints (i.e., cultural and relational) of sport governing bodies to understand why some Portuguese football referees engaging in match-fixing. Primary data in the form of 21 interviews was collected where it was found that structural (i.e., the countries' refereeing evaluation and classification system), cultural restraints (i.e., selective application of formal rules, normalizing informal rules (i.e., abnormalities) and formalizing abnormalities), and relational constraints (i.e., direct asymmetric relationships, indirect asymmetric relationships, and symmetric relationships) influenced referees to fix matches. The findings provide a substantial contribution to the literature through using a nuanced theoretical framework (i.e., social structural constraints) and context.

Manoli, A. E., Yilmaz, S., & Antonopoulos, G. A. (2021). Match-fixing in Greece and Turkey and UEFA's policy responses to it: a comparative study. International Journal of Sport Policy and Politics, 13(1), 143-158.

The authors' examined the Union of European Football Association's (UEFA) normative policy responses to football match-fixing cases in Greece and Turkey. A comparative case analysis of the 'Koriopolis' and 'Sike Davasi' cases was carried out through archival analysis of various legal and media documents; while the Koriopolis case also conducted qualitative interviews with 19 participants to clarify the document data. Findings showed that UEFA was inconsistent in its sanctioning framework. UEFA The failed to sanction the Greek club; however, they sanctioned the Turkish club. Lastly, individuals involved in match-fixing were less likely to be sanctioned by UEFA, despite their disciplinary regulations. While this study provides limited new theoretical insights about accountability, it does however, illustrate the problem with governing bodies' poor implementation of sanctions, which contributes to crime syndicates continuance to engage in match-fixing.

Amenta, C., & Di Betta, P. (2021). The impact of corruption on sport demand. International Journal of Sports Marketing and Sponsorship, 22(2), 369 384.

Through a case analysis of the Italian Calciopoli scandal, the aim was to determine what are suitable sanctions for corruption in professional football and whether sanctions or monetary fines are most suitable sanctions. Two panel data sets were created from first and second division Italian soccer clubs for the seasons 2004/2005 to 2009/2010; the authors estimated two log-linear models of the demand side (i.e., stadium attendance) using a fixed estimator. The results showed that the three-season attendance for all of the clubs immediately decreased 18.4% following the relegation of Juventus as well as a 1% decline in stadium attendance. The findings offer important empirical data to support changing regulation notions regarding the effectiveness of relegation.

Hindman, L. C., Walker, N & Agyemang, K. J. A. (2021). Bounded rationality or bounded morality? The National Basketball Association response to COVID-19. European Sport Management Quarterly, 21(3), 333-349.

Framed from bounded rationality and bounded morality (Alpaslan & Mitroff, 2004) this study examined the National Basketball Association's (NBA) COVID 19 pandemic crisis management decision-making. A qualitative media content analysis was conducted where

they that the NBA COVID-19 decision making involved weighing the appropriate level of caution (bounded morality) with risk (bounded rationality) Shifting priorities by different League actors influenced whether they were risk averse or risk tolerant. Economic, basketball, and career pressures increased risk tolerance for the league, while legal and public relations factors persuaded the league toward risk averse decisions. The case analysis is suitable for teaching purposes to help students critically think about factors to way during crisis management.

Frederick, E., Pegoraro, A., & Smith, L. R. (2021). An examination of Michigan State University's image repair via Facebook and the public response following the Larry Nassar scandal. Communication & Sport, 9(1), 128-149.

Using Benoit's (2000) image repair typology, this study examined Michigan State University's (MSU) image repair strategy on Facebook following the Larry Nassar sexual abuse scandal. The findings demonstrated that MSU predominately used the image repair tactics of bolstering (i.e., using false praise to build image), corrective action (i.e., actions that prevent reoccurrence of the event), mortification (i.e., admission of guilt and apologizing), and rallying (i.e., unifying and moving forward). Corrective action and mortification strategies generated the highest engagement (i.e., comments, likes, and reactions). Last, users were overall critical of the University and its crisis management approach. This case analysis also is a good teaching case for studying image repair.

Milford, M. (2021). Full contact: Sexual assault, combat sports, and the myth of self-defense. Communication & Sport, 9(3), 418-437.

How combat sports places responsibility for sexual assault on the victim was examined. First, it is argued the promotion of combat sports and self-defense are founded on Burke's (1954) notion of victimage ritual that places the responsibility of the survivor to fend off the assailant. Second, the role of hegemonic masculinity and hierarchy (Trujillo, 1991) is examined in preserving a system that empowers attackers, marginalizes survivors, and generates a perception that combat sports is incapable of addressing accusations. Last, Burke's (1954) understandings of action and motion is a lens to change the culture of combat sports that places the responsibility of attackers on the sports' hierarchy. By using a nuanced theoretical lens to examine the phenomenon, new understandings about how to change cultures and practices about sexual assault were provided.

Alsarve, D. (2021). The need for a violence prevention programme in ice hockey: A case study on how hegemonic masculinity supports and challenges violent behaviour in Swedish ice hockey. European Sport Management Quarterly, 21(2), 218-236.

Interviews with sports coaches were conducted to develop a violence prevention program in Swedish ice hockey that targets problematic masculine ideals. The findings supported previous research in that male group dynamics normalized sexism, players who were aggressive on the ice demonstrated violent and alcohol abuse behaviors off the ice, and the rules contributed to the violent nature of the sport. To shift the current normalization of problematic ideals in sport, scholarship needs to consider a different theoretical lens to shape violence prevention (e.g., Milford, 2021 in this review).